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ANNUAL REPORT  
OF THE  
DEPARTMENT OF INSTITUTIONS



TO THE  
GOVERNOR OF MONTANA  
  
HONORABLE THOMAS L. JUDGE  
  
FOR THE  
FISCAL YEAR ENDED  
JUNE 30, 1973

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State of Montana

Department of Institutions

GOVERNOR

THOMAS

DIRECTOR

EDWIN G. KELLNER



449 2546

Helena, 59601

BOARD MEMBERS

RICHARD A. BOTTOMLEY, GREAT FALLS

JOHN M. CROSS, GLENDALE

FLOYD C. HAMILTON, LIVINGSTON

WILLIS M. McKEON, MALTA

JOHN W. STRIZICH, M.D., HELENA

October 11, 1973

Honorable Thomas J. Judge  
Governor  
State of Montana  
Capitol  
Helena, Montana 59601

Dear Governor Judge:

Pursuant to the requirement of Section 82-4002, R.C.M. 1947,  
there is herewith transmitted the report of the Department of  
Institutions for the fiscal year ended June 30, 1973.

Accomplishments during the year have been numerous and significant  
but unmet needs remain. This of course causes us in the Department  
and those in the institutions to be most appreciative of your past and  
continued support.

Sincerely,

A handwritten signature in black ink, appearing to read "Edwin G. Kellner".

Edwin G. Kellner  
Director

EGK/mjr  
Enc.

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OFFICERS

DEPARTMENT OF INSTITUTIONS

1236 E. 6th Ave., Helena

Edwin G. Bellner	Director
Lawrence J. Flaherty	Deputy Director
Thomas L. Moon	Administrator, Centralized Services Division
John G. Thomas	Administrator, Community Services Division
Geraldine C. Strong	Administrator, Reimbursement Division

BOARD OF INSTITUTIONS

OFFICER

TERM OF OFFICE

HOME ADDRESS

Willis M. McKeon, Chairman  
1-9-73 - 1-3-77

425 S. 1st Ave. W., Malta

Richard V. Bottomly, Member  
7-2-69 - 7-1-74

1101 11th No. W., Great Falls

John M. Cross, Member  
7-1-70 - 7-1-75

1510 E. Ames Wye, Glendive

Floyd C. Hamilton, Member  
7-8-71 - 7-1-76

East of Livingston

John W. Strizich, M.D., Member  
7-31-73 - 1-3-77

1500 Cannon, Helena

PRINCIPAL ADMINISTRATIVE OFFICE

1236 E. 6th Ave.  
Helena

## LEGAL REFERENCES

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### PLACEMENT OF INSTITUTIONS

Title 82A, 801 through 807

### CENTRAL OFFICE OPERATIONS

Title 80, Chapter 16, Revised Codes of Montana, 1947

Title 82A, 801 through 807

### REIMBURSEMENT

Title 80, Chapter 16, Revised Codes of Montana, 1947

Title 82A, 801 through 807

### AFTERCARE

Title 80, Chapter 14, Revised Codes of Montana, 1947

Title 82A, 801 through 807

## PRINCIPAL GOALS

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### DEPARTMENT OF INSTITUTIONS

The principal purpose of the Department is to provide maximum service, care, and rehabilitation effort to institutionalized Montana residents.

### CENTRAL OFFICE

To coordinate at maximum efficiency all rehabilitative processes in the institutions. To maintain a reimbursement program designed to collect costs of resident care from whatever available resources. To provide needed services in the area of administration policy, fiscal control, personnel policy and control and dietary services. To assure that all available resources are utilized in such a manner to provide greatest service at highest efficiency. To operate an aftercare service to provide for the welfare of the released resident in the community.



## PROGRAM DESCRIPTIONS

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### PROGRAM: BOARD OF INSTITUTIONS

The Board of Institutions was reorganized under Executive Reorganization and became a Quasi-Judicial Board only; no longer having a direct administrative function.

### GOAL:

Provide advisory council to the Director of the Department of Institutions and to sit as an impartial body in matters of grievance.

### OBJECTIVES:

Provide expertise and guidance to the Director in an advisory capacity; assist in obtaining sufficient funding to support institution programs; represent Department in the community and to bring to the Department concerns and unmet needs of the community. Engage in action on broad social issues and problems affecting actual and potential residents of institutions.

### PERFORMANCE INDICATORS:

	<u>Fiscal Year 1971-72</u>	<u>Fiscal Year 1972-73</u>
Cost	\$ 3,706	\$ 4,000
Meetings Held	5	5

---

PROGRAM:                   CENTRALIZED SERVICES DIVISION

GOAL

To coordinate effort and provide policy to institutions in the areas of administration, personnel, fiscal management and dietary services.

OBJECTIVES

1.       To establish policies that will coordinate and utilize money and personnel in the most efficient manner.
2.       To provide ongoing assistance to the establishment of better fiscal and management practices.
3.       To coordinate the resources of all institutions and thereby increase utilization and reduce needless expenditures.
4.       To act as liason between institutions in the provision of better treatment through such factors as referral and transfer.
5.       To coordinate planning both short and long range for construction of facility and purchase of capital equipment.
6.       To develop and present to the Legislature realistic budgets that are within the states funding capability and yet representative of institutional needs.
7.       To reduce food costs in institutions by 1) closer production control 2) control of inventory level 3) improved purchasing practice and through 4) obtaining better menu control and more suitable menus.

- 
8. Improve efficiency of food service operation through better management practices and an on-going in-service training program.
  9. To expand use of the statewide accounting system in institutions to maximum efficiency.

#### ACHIEVEMENTS

1. Completed an employee handbook which was printed and distributed to all employees.
2. Prepared and processed all budgets and budget information for the Central Office and the Institutions.
3. Compiled data for the Legislature and presented same as required.
4. Revised compensation - classification plan for the Department and distributed to institutions.
5. Negotiated union contracts relative to wages and made minor modifications.
6. Implemented new statewide budgetary and accounting system in all units and coordinated establishment of fiscal levels to assure proper reporting and control.

7. Even with rapidly rising food costs, kept institution food expenditures within budgeted levels.
8. Food inventory levels reduced and are much closer to ideal levels.
9. Purchasing practices improved in the food area to provide for better prices and less loss.
10. Improved management practices were realized in several areas of operation.

PERFORMANCE INDICATORS

.....FISCAL YEAR.....

	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>
Cost	\$ 130,396	\$ 125,625	\$ 147,177
<u>Performance:</u>			
Requisitions reviewed and processed	2406	2573	2009
Budget Amendment Approved and processed	87	124	141
Cost Per Institutional meal	.285	.281*	.220
Average Meals per month	277,788	311,699	294,850
Average daily population in State Institutions	3002	2912	2713
Employee Classification studies	47	37	33
Placement Interviews	118	95	103
Institutional Visitations			
Director	74	73	
Staff	285	234	217

\*This figure includes the application of market prices to commodities produced by the Prison Ranch.

PROGRAM: REIMBURSEMENT

GOAL

LOCATING, PROTECTING AND CONSERVING PATIENT'S INCOME AND ASSETS TO SUPPORT THE HIGHEST POSSIBLE LEVEL OF CARE AND SERVICES. RESEARCH AND DEVELOP SOURCES OF REIMBURSEMENT FOR SERVICES RENDERED IN THE INSTITUTIONS OR UNDER THE AUTHORITY OF THE DEPARTMENT. DEVELOP AND MAINTAIN LIASON WITH APPROPRIATE PUBLIC AND PRIVATE AGENCIES, INCLUDING VETERANS ADMINISTRATION, SOCIAL & REHABILITATIONS SERVICES, RAILROAD RETIREMENT BOARDS, SOCIAL SECURITY ADMINISTRATION, GUARDIANS, THIRD PARTY PAYORS AND FEDERAL ENTITLEMENTS AGENCIES. DEVELOP POLICY, PROCEDURES AND SYSTEMS WITH STANDARDIZATION AND MODALITY TO RECOVER THE GREATEST POSSIBLE REVENUE FROM ESTABLISHED SOURCES. ORGANIZE AN EFFICIENT SYSTEM AND A REALISTIC BUDGET FOR CHANNELING ALL SOURCES OF REVENUE THROUGH THE REIMBURSEMENT DIVISION INTO THE GENERAL FUND OF MONTANA. UTILIZE THE STATEWIDE BUDGET AND ACCOUNTING SYSTEM FOR BETTER MANAGEMENT CONTROL AND BUDGETING.

OBJECTIVES

- 1- INVESTIGATE FEASABILITY OF A STANDARDIZED ORGANIZATION PLAN INCLUDING ESTABLISHMENT OF A REIMBURSEMENT OFFICE AT EACH INSTITUTION WITH OPERATING PLANS FOR MEDICARE CLAIMS, INSURANCE CLAIMS, MEDICAID CLAIMS, THIRD PARTY BILLING AND COLLECTING AND PATIENT ACCOUNTS WHICH WOULD RESULT IN GREATER EFFICIENCY AND ACCURACY AND EXPEDITION OF CLAIMS AND COLLECTIONS.
- 2- INITIATE ACTION TO OBTAIN LEGAL SERVICES ON AN ONGOING BASIS FOR MORE REVENUE RECOVERY FROM ESTATES AND UNCOLLECTIBLE ACCOUNTS.
- 3- ESTABLISH POLICY OF ROUTINE SCHEDULED ACCOUNT AUDITING, RECONCILIATION OF ACCOUNTS AND FIELD OFFICE SUPERVISION.
- 4- DEVELOP AND DOCUMENT INFORMATION AND STATISTICS NECESSARY FOR COMPLIANCE WITH FEDERAL REGULATIONS FOR MEDICARE AND MEDICAID CLAIMS AND ANNUAL COST AUDITS.
- 5- PROMOTE LEGISLATION TO CHANGE REIMBURSEMENT STATUTES (CHAPTER 16, SECTION 80-1601-1604, RCM, AMMENDED) TO COORDINATE ASSESSMENTS WITH FEDERAL ENTITLEMENTS.
- 6- EXPAND USE OF STATE BUDGET & ACCOUNTING SERVICES TO PROMOTE BETTER MANAGEMENT CONTROL AND COORDINATION.
- 7- ESTABLISH AND MAINTAIN EFFECTIVE EMPLOYEE WORKING RELATIONSHIPS AND CONDITIONS WHICH WILL INCREASE PRODUCTION AND EFFICIENCY AND ATTRACT EXEMPLARY TYPE PERSONNEL.

## OBJECTIVES (continued)

- 8- DEVELOP AND IMPLEMENT ROUTINE SUPERVISOR REPORTS TO PRODUCE IMPROVED MANAGEMENT CONTROL AND COORDINATION.
- 9- COMPILE AND PRODUCE PAMPHLET TO PROMULGATE INFORMATION REGARDING PATIENT OR RESIDENT RESPONSIBILITIES, REIMBURSEMENT POLICIES AND PROCEDURES OF BILLING AND COLLECTION.
- 10- PROMOTE COOPERATION AND COORDINATION OF INTERRELATED AGENCIES IN ORDER TO FACILITATE INTERACTION WITH GREATER ACCURACY AND EFFICIENCY.

## ACHIEVEMENTS

- 1- DEPOSITED \$ 2,945,826 RECOVERED FOR SUPPORT AND SERVICES IN THE INSTITUTIONS, TO THE GENERAL FUND OF MONTANA, WHICH REPRESENTS AN INCREASE OF MORE THAN 148% OVER THE PREVIOUS YEAR.
- 2- REALIGNED PERSONNEL AND ESTABLISHED TRAINING PROGRAMS TO DEVELOP: ECONOMIC OPERATION, MORE EFFECTIVE PRODUCTION, STANDARDIZED EVALUATIONS AND MORE INCLUSIVE INVESTIGATION COVERAGE.
- 3- DEVELOPED PROCEDURE MANUAL FOR REIMBURSEMENT OFFICES.
- 4- ESTABLISHED GUIDELINES AND DEVELOPED NEW FINANCIAL STATEMENT FOR STANDARDIZATION AND INCREASED DOCUMENTATION AND JUSTIFICATION OF EVALUATIONS.
- 5- PLANNED AND INITIATED PROCEDURES NECESSARY TO IMPLEMENT TITLE XIX, MEDICAID, A STATE AND FEDERAL MEDICAL ASSISTANCE PROGRAM, RESULTING IN PAID CLAIMS TOTALING \$ 1,634,751.
- 6- PLANNED AND IMPLEMENTED INSURANCE CLAIM PROCEDURES AT BOULDER RIVER SCHOOL AND HOSPITAL AND IMPROVED PROCEDURES AT OTHER INSTITUTIONAL HOSPITALS.
- 7- DEVELOPED IMPROVED SYSTEMS, PROCEDURES AND FORMS USED IN PRIVATE BILLING, INCLUDING FIRST COVERAGE AT THE CHILDREN'S CENTER.
- 8- DEVELOPED GUIDELINE POLICIES FOR ASSESSING AND COLLECTING FROM INSTITUTIONAL PATIENT ACCOUNTS.
- 9- INITIATED ROUTINE PROCEDURE FOR MAKING ESTATE CLAIMS AT ALL INSTITUTIONS INCREASING THE REVENUE TOTAL.
- 10- DEVELOPED IMPROVED SYSTEMS OF DOCUMENTATION AND STATISTICAL RECORDS.
- 11- INCREASED INVESTIGATION COVERAGE AND RESOURCE DEVELOPMENT ON A MORE EFFECTIVE AND ECONOMICAL BASIS.
- 12- INITIATED LEGISLATION PROHIBITING INSURANCE COMPANIES FROM EXCLUDING COVERAGE FOR SERVICES RENDERED AN INSURED WHILE A RESIDENT OF A MONTANA INSTITUTION.
- 13- PLANNED AND CODED REIMBURSEMENT DIVISION INTO PROGRAMS AND SUBPROGRAMS UNDER SBAS FOR BETTER MANAGEMENT AND CONTROL.

ACHIEVEMENTS (continued)

14- ESTABLISHED INFORMATION EXCHANGE AND STANDARDS OF REGULATION APPLICATION OF INTERRELATED AGENCIES INCLUDING: SOCIAL SECURITY ADMINISTRATION, SOCIAL AND REHABILITATIONS SERVICES, HEALTH AND ENVIRONMENTAL SERVICES, BLUE CROSS OF MONTANA, MONTANA PHYSICIANS SERVICE, VETERANS ADMINISTRATION.

15- IMPLEMENTED SECOND PROVIDER NUMBER AT WARM SPRINGS STATE HOSPITAL ENABLING MEDICARE AND MEDICAID CLAIMS FOR PSYCHIATRIC CARE.

PERFORMANCE INDICATORS

	<u>FISCAL YEAR 1971-72</u>	<u>FISCAL YEAR 1972-73</u>	<u>INCREASE (DECREASE)</u>	<u>PER- CENTAGE</u>
FIELD ASSIGNMENTS	509	1010	501	98.4
DEFERRED FIELD CASES	NO RECORD	170	170	100.0
NEW ASSESSMENTS	NO RECORD	\$ 131,172	\$ 131,172	100.0
YEARLY INCREASES IN ASSESSMENTS	NO RECORD	\$ 44,052	\$ 44,052	100.0
PAST DUE COLLECTIONS	NO RECORD	\$ 7,521	\$ 7,521	100.0
AT&R COLLECTIONS	NO RECORD	\$ 12,197	\$ 12,197	100.0
MEDICAID CLAIMS	78,423	\$ 1,634,751	\$ 1,556,328	198.5
THIRD PARTY PAYMENT INCREASE	\$ 22,019	\$ 126,857	\$ 104,838	21.0
*   *   *   *   *   *   *   *   *   *   *   *   *   *				
TOTAL REVENUE DEPOSITED TO THE GENERAL FUND	\$ 1,184,218	\$ 2,945,826	\$ 1,761,609	148.7
PROGRAM COST	\$ 99,714	\$ 104,458	\$ 4,744	4.8
INCOME PER \$1.00 EXPENDED	\$ 11.88	\$ 28.20	\$ 16.32	137.37

## INTRODUCTION

This report provides a description of the goals, objectives and achievements of the Aftercare Division of the Department of Institutions.

## GOALS

The Division of Aftercare continues to emphasize community based programs and the need to search for new and effective programs of rehabilitation.

It is the major goal of the Division to reduce recidivism rates of juvenile delinquents and to provide community placements and assistance to juvenile delinquents, dependent and neglected children, the mentally retarded and the mentally ill.

## OBJECTIVES

Our objectives are to supervise, counsel and assist individuals released from Pine Hills School, Mountain View School, Swan River Youth Forest Camp, Montana Children's Center, Boulder River School and Hospital and selected cases from Warm Springs State Hospital.

## PROGRAM ACHIEVEMENTS

1. District Youth Guidance Homes are operational in five communities. Additional plans have been formulated for the development of four more homes to become operational in Fiscal Year 1974.
2. One hundred and two residents from Boulder River School and Hospital have been placed in community settings in keeping with our policy of maximum utilization of community based programs.
3. Involvement in Health, Education and Welfare's "Action" program has resulted in the inclusion of seven University Year for Action Interns participating in their internship under the Division of Aftercare.
4. Participated in the Emergency Employment Act program and to date have assumed responsibility for continued employment of nine counselors initially employed through the EEA program.
5. A Counselor Exchange Program was initiated to determine the effectiveness of Aftercare Counselors and Institutional Counselors exchanging roles for short periods of time. This program has proven very effective in improving understanding of roles among these counselors.
6. Maintained sixteen youths in college level programs. Over 50% of all youth entering this program over the past four years are either still attending or have graduated.



# PROGRAM DESCRIPTIONS

PERFORMANCE INDICATORS	.....FISCAL YEAR.....			
	<u>1969-70</u>	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>
Total individuals in program	737	1,053	1,118	1,170
Percent of violators returned to the Institutions	14.3%	13.2%	9.3%	9.7%
Ratio of Average daily Individual in program to fulltime counselors	42:1	55:1	71:1	85:1
Supervisory Cost per Youth	\$ .48	\$ .38	\$ .39	\$ .38
Dailey per capita cost				
Foster Home	\$5.52	\$3.58	\$4.00	\$3.61
Group Home	\$7.72	\$8.08	\$8.13	\$11.81





Thomas Judge

XXXXXXXXXXXXXXXXXXXX  
FORREST W. PETERSON  
GOVERNOR

# Boulder River School and Hospital

BOULDER, MONTANA 59632

ROBERT M. PERRY  
SUPERINTENDENT

EDWIN G. KELLNER  
DEPARTMENT OF  
INSTITUTIONS

October 23, 1973

Mr. Edwin Kellner  
Director  
Department of Institutions  
Helena, Montana

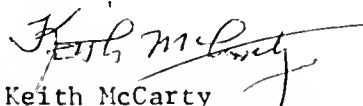
Dear Mr. Kellner:

In the Annual Report to the Governor for fiscal year 1973, I reported that \$1,640,932 was reimbursed to the State of Montana from the Bureau of Medical Assistance of SRS for services rendered at Boulder River School and Hospital to medicaid eligible patients.

I have now determined that this figure is incorrect and that it was an estimate of the total amount billed rather than the actual amount collected. The correct amount of money reimbursed to the state is \$528,719.

Please accept this letter as an addendum to the Annual Report and also accept my apologies for the rather substantial error.

Sincerely,

  
Keith McCarty  
Acting Superintendent

KMc:nf

ANNUAL REPORT TO THE GOVERNOR

Boulder River School and Hospital

Boulder, Montana 59632

July 1, 1972 to June 30, 1973



# Boulder River School and Hospital

Thomas Judge

BOULDER, MONTANA 59632

XXXXXXXXXXXXXXXXXXXX  
FORREST H. ANDERSON  
GOVERNOR

ROBERT M. PERRY  
SUPERINTENDENT

EDWIN G. KELLNER  
DEPARTMENT OF  
INSTITUTIONS

October 1, 1973

Honorable Thomas Judge  
Governor  
State of Montana  
State Capitol  
Helena, Montana

Dear Governor Judge:

The annual report from Boulder River School and Hospital represents overall progress in nearly all areas. Some serious problems remain: employee turnover is high, many salaries are low, some of the physical facilities are very nearly totally inadequate.

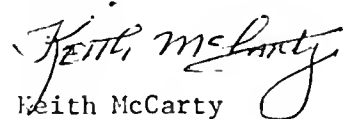
However, there have been some major accomplishments during fiscal year 1973. Five such significant achievements are outlined in the attached report.

- 1) The resident population of BRS&H was decreased by an additional six per cent.
- 2) Over a million and one-half dollars was reimbursed to the State of Montana as a result of the institution's participation in the MEDICAID program.
- 3) BRS&H, in cooperation with other state agencies, is involved in a tracking program to obtain needed data about developmentally disabled persons.
- 4) A unit dosage system for drug distribution to the resident population was established. This system is a model for other institutions.
- 5) BRS&H made significant progress toward accreditation by the Joint Commission on the Accreditation of Hospitals.

Honorable Thomas Judge  
Page 2

These major accomplishments, as well as other achievements detailed in the report, have helped us make substantial progress toward our basic goal: to establish for the mentally retarded person a life as close to normal as possible.

Sincerely,

  
Keith McCarty  
Acting Superintendent

KIC:nf  
Attachments

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PRINCIPAL OFFICES AND OFFICERS

\* \* \* \* \*

DEPARTMENT OF INSTITUTIONS  
1236 E. 6th Ave., Helena

Edwin G. Kellner	Director
Lawrence E. D'Arcy	Deputy Director
Thomas L. Gooch	Administrator, Centralized Services Division
John G. Thomas	Administrator, Community Services Division
Geraldine C. Strong	Administrator, Reimbursement Division

BOULDER RIVER SCHOOL AND HOSPITAL  
Boulder, Montana 59632

Robert M. Perry	Superintendent and State Coordinator
Charles K. McCarty*	Chief, Bureau of Paramedical Services
Douglas M. Booker	Chief, Bureau of Administrative Services
Philip D. Pallister, M.D.	Chief, Bureau of Clinical Services
Margaret Keating	Chief, Bureau of Nursing Services
Charlie T. Trott	Chief, Bureau of Community Services

\* Acting Superintendent since 8/24/73

BOARD OF INSTITUTIONS

OFFICER

TERM OF OFFICE

HOME ADDRESS

Willis M. McKeon, Chairman  
1/9/73 - 1/3/77

425 S. 1st Ave. W., Malta

Richard V. Bottomly, Member  
7/2/69 - 7/1/74

1101 11th N.S., Great Falls

John M. Cross, Member  
7/1/70 - 7/1/75

1510 E. Ames Wye, Glendive

Floyd C. Hamilton, Member  
7/8/71 - 7/1/76

East of Livingston

John W. Strizich, M.D., Member  
7/31/73 - 1/3/77

1500 Cannon, Helena



## LEGAL REFERENCES (AGENCY DESCRIPTION)

The Montana State Training School and Hospital was created in 1889. In 1963 it was placed under the control and direction of the State Department of Institutions(RCM 80-1403). The name was changed to Boulder River School and Hospital in 1967.

Purposes and Objectives of the School. "The purpose and object of such school shall be the mental, moral and physical education and training of subnormal persons whose defects prevent them from receiving proper instruction and training in the public schools, or who are so mentally deficient that they are incapable of managing themselves or their affairs independently with ordinary prudence of being taught to do so, or who require control and education for their own welfare and the welfare of others, and minors whose intelligence will not develop without such care; epileptics and subnormal adults whose defects prevent them from taking care of themselves or their property, or who, from social standards, are a menace to society" (RCM 38-802).

## AGENCY OBJECTIVES

The objectives of the Boulder River School and Hospital are to provide those services for retarded persons which are not otherwise met by the family/ community of the retarded person; to provide the timely care, custody, treatment and training requisite for each such person to develop to the maximum of his potential; to return these people to normal community living as self respecting, contributing citizens as expeditiously as possible.

## SIGNIFICANT LEGISLATION

.(Passed in 1973 Session, Effective July 1, 1973)

### HOUSE BILLS:

261 Marbut, Kosena, et al	Providing for infant screening; providing Department of Health tests for newborn infants; etc.
262 Marbut, Bennetts, et al	Providing for Redefining a premarital standard serological test to include additional tests.
263 Marbut, Bennetts, et al	Providing for a standard serological test for women seeking prenatal care; etc.
301 Marbut, Kendall, et al	Providing that foster or boarding homes or community residential facilities serving 8 or fewer specified handicapped persons be considered as a residential use of property.

350 Marbut, Towe	Establishing a program of protective services for the mentally disabled
423 Towe, Marbut, et al	Providing for non-profit organizations to establish community homes for the developmentally disabled.
543 Ulmer, Marbut, et al	Authorizing the Department of Social and Rehabilitation Services to purchase vocational rehabilitation services for handicapped persons.
HOUSE JOINT RESOLUTIONS:	
11 Marbut, Olson, et al	Declaring the rights of mentally retarded persons as to opportunities for normalization.
SENATE BILLS:	
78 Zody, Thiessen	Establishment of a mental retardation center at Glendive and to admit persons from out of state.
170 Bertsche, Lynch, et al	Prevents disability insurers from excluding from coverage any resident of a Montana institution, provided such individual would be eligible for coverage outside such institution.
288 Moritz, Bertsche, et al	Include pupils in state institutional schools meeting eligibility requirements in school food services program.
SENATE RESOLUTIONS:	
16 Bennett, Harrison, et al	Foster Grandparent Program in the State of Montana - to endorse and respectfully honor.
31 Zody, Thiessen	To request the federal government to reconsider the new regulations governing assistance to mentally retarded persons.

## PRINCIPAL GOALS

The Boulder River School and Hospital (BRS&H) is Montana's only full-range institution for the care, treatment, and training of mentally retarded persons.

Boulder River School and Hospital has but one goal: To return to the community, as expeditiously as possible, as self-respecting, contributing citizens, all persons admitted to the institution. This goal has two corollaries; (a) That while the person is in the institution, his life should be meaningful, relevant, and as close to normal as possible; (b) That no person should come to the institution unless all family/community resources have been exhausted and then only to meet the specific need not locally met.

To complete further development of programs to meet the above goal, BRS&H has developed the following short-range (5-year) plan: (1) Reduce the population of the Boulder River School and Hospital to a manageable level; (2) Protect and develop the capital investment which the State of Montana has in the physical facility at Boulder; (3) Achieve a licenseable, accreditable condition throughout the institution -- facilities, staffing and programming -- to conform with the rules and regulations of the Department of Health and Environmental Sciences of the State of Montana, other State authorities and federal and national authorities (principally the Joint Commission on the Accreditation of Hospitals); (4) Develop a State Plan for Mental Retardation Services which will inhibit admittance to Boulder River School and Hospital by offering a better service at the local level.

## MAJOR ACCOMPLISHMENTS

### 1. Reduction of Patient Population

The population was reduced by 6%, from 658 to 618. The placement program continued at no increased cost to the State over 1971-72 expenses.

### 2. MEDICAID Program

\$1,640,932 was reimbursed to the State of Montana by the Medical Assistance Bureau of SRS for services rendered at BRS&H to Medicaid eligible patients. The BRS&H Nursing Services Bureau absorbed the extra work load necessary to maintain this program at no extra cost to the State. The Medicaid program paid for consulting physicians' services to BRS&H patients and for prosthetic devices for physical therapy programs.

### 3. Individualized Data Base

The involvement of BRS&H in the Individualized Data Base program, whereby all of the BRS&H patients and eventually nearly all of Montana's developmentally disabled individuals will be tracked, has been at no increased cost to the State. This program will provide valuable data on the problems of the State's developmentally disabled population. It is expected that future federal grant awards will depend on an institution's having implemented such a program. BRS&H will have met this demand prior to its implementation.

### 4. Unit Dosage Drug Distribution

Unit dosage drug distribution to patients has increased accountability and effectiveness in the pharmacy program. This kind of program is considered to be the ideal for institutional systems. Because BRS&H has anticipated and succeeded in meeting expected federal guidelines and regulations before their implementation, this kind of achievement represents effective planning.

### 5. Accreditation

All programs at BRS&H have demonstrated significant progress toward reaching compliance with Joint Commission in the Accreditation of Hospitals (JCAH) standards for residential facilities for the mentally retarded since such accreditation was denied in 1972. This progress has been largely the result of greater staff effort rather than the result of increased expenditures.

## Program Inventory and Cost Summary - Fiscal Year 11

	Revenue	Revenue	Revolving	72 - 73	Personal	Operating	Equipment
	General	Federal	Fund	Revenue	Services	Expenses	
	Fund	& Private			Expenditures		
Administration	221,357.00	6,312.00		227,669.00	160,330.63	55,527.57	
General Services	1,266,254.00			1,266,254.00	763,941.42	419,803.46	30,247.21
Paramedical - 171-72							
Education & Training	171,569.00	38,121.42		209,690.42	184,376.54	10,884.16	500.00
Clinical	489,031.00	204,595.15		693,626.15	504,904.28	108,729.10	39,478.80
Nursing Service	1,678,711.00	127,510.40		1,806,221.40	1,585,794.01	97,701.89	14,345.80
Canteen	6,897.00		30,000.00	36,897.00	6,445.22	10,085.32	
D D R		11,076.24		11,076.24		7,828.15	
Organization of							
Community Councils		14,880.00		14,880.00	8,382.77	3,342.51	
Public Service							
Careers		50,250.00		50,250.00	5,851.73	36,401.27	5,568.00
Community Services	50,000.00			50,000.00			
Total	\$3,883,819.00	\$452,745.21	\$30,000.00	\$4,366,564.21	\$3,220,026.60	\$749,703.43	\$90,139.81

ADMINISTRATION PROGRAM  
Fiscal Year 72-73

Revenue

General Fund	\$221,357.00
Federal & Private	6,312.00
Revenue	-----

72-73 Revenue	<u>\$227,669.00</u>
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Expenditures

Personal Services	\$160,330.63
Operating Expenses	55,527.57
72-73 Expenditures	<u>\$215,858.20</u>

71-72 Expenditures	<u>\$213,685.00</u>
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Costs for 72-73 were \$2,173.20 greater than 71-72

72-73 Funds to be reverted to the General Fund	<u>\$ 10,614.94</u>
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Please note that the difference between 72-73 Revenue and 72-73 Expenditures does not equal the reversion amount due to a balance remaining in a federal grant.

GENERAL SERVICES PROGRAM  
Fiscal Year 72-73

Revenue

General Fund	<u>\$1,266,254.00</u>
72-73 Revenue	<u>\$1,266,254.00</u>

Expenditures

Personal Services	\$ 763,941.42
Operating Expenses	417,803.46
Equipment	<u>30,247.21</u>
72-73 Expenditures	<u>\$1,213,992.09</u>

71-72 Expenditures	<u>\$1,245,324.00</u>
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Costs for 71-72 were \$31,331.91 greater than 72-73

72-73 funds to be reverted to the General Fund	<u>\$ 45,501.91</u>
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Due to a late expenditure in June, an accrual was omitted from the year-end report. This expenditure was for \$6,760.00. This amount should be added to the 72-73 expenditures. When this is done, the difference between 72-73 revenue and 72-73 expenditures will equal the amount to be reverted to the General Fund.

PARAMEDICAL PROGRAM  
Fiscal Year 72-73  
(Name changed from 71-72 Education and Training Program)

Revenue

General Fund	\$171,569.00
Federal & Private	38,121.42
72-73 Revenue	<u>\$209,690.42</u>

Expenditures

Personal Services	\$184,376.54
Operating Expenses	10,884.16
Equipment	500.00
72-73 Expenditures	<u>\$195,760.70</u>

71-72 Expenditures	<u>\$238,581.00</u>
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Costs for 71-72 were \$42,820.30 greater than 72-73

72-73 Funds to be reverted to General Fund	<u>\$ 9,490.96</u>
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Due to the termination of the Vocational Rehabilitation Grant and the Student Work Education and Training Grant, plus reducing the amount of the Inservice Training Grant, the 72-73 expenditures were significantly less than those of 71-72.

Please note that the difference between 72-73 Revenue and 72-73 Expenditures does not equal the reversion amount due to a balance remaining in a federal grant.



CLINICAL SERVICES PROGRAM  
Fiscal Year 72-73

Revenue

General Fund	\$489,031.00
Federal & Private	204,595.15
Revenue	<u>-----</u>
72-73 Revenue	<u>\$693,626.15</u>

Expenditures

Personal Services	\$504,904.28
Operating Expenses	108,129.10
Equipment	<u>39,478.80</u>
72-73 Expenditures	<u>\$652,512.18</u>
71-72 Expenditures	<u>\$666,252.00</u>

Costs for 71-72 were \$1,739.82 greater than 72-73

72-73 Funds to be reverted to the General Fund	<u>\$ 32,738.94</u>
--	---------------------

Please note that the difference between 72-73 Revenue and 72-73 Expenditures does not equal the reversion amount due to a balance remaining in a federal grant.

NURSING SERVICES PROGRAM  
Fiscal Year 72-73

Revenue

General Fund	\$1,678,711.00
Federal & Private	127,510.40
Revenue	-----

72-73 Revenue	<u>\$1,806,221.40</u>
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Expenditure

Personal Services	\$1,585,794.01
Operating Expenses	97,701.89
Equipment	14,345.80
72-73 Expenditures	<u>\$1,697,841.70</u>

71-72 Expenditures	<u>\$1,661,659.00</u>
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Costs for 72-73 were \$36,182.70 greater than 71-72

72-73 Funds to be reverted to the General Fund	<u>\$ 68,933.36</u>
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Please note that the difference between 72-73 Revenue and 72-73 Expenditures does not equal the reversion amount due to a balance remaining in a federal grant.

CANTEEN PROGRAM  
Fiscal Year 72-73

Revenue

General Fund	\$ 6,897.00
Revolving Fund	<u>30,000.00</u>
72-73 Revenue	<u>\$ 36,897.00</u>

Expenditures

Personal Services	\$ 6,445.22
Operating Expenses	<u>10,085.32</u>
72-73 Expenditures	<u>\$ 16,530.54</u>
71-72 Expenditures	<u>\$ 20,213.00</u>

Costs for 71-72 were \$3,682.46 greater than 72-73

72-73 Funds to be reverted to General Fund	<u>\$ 451.78</u>
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The reversion amount here is due to salary savings. The remainder of the difference between revenue and expenditures remains in the Revolving Fund for the Canteen Program.

COMMUNITY SERVICES PROGRAM  
Fiscal Year 72-73

Revenue

General Fund	<u>\$50,000.00</u>
72-73 Revenue	<u>\$50,000.00</u>

Expenditures

Matching Funds	<u>\$50,000.00</u>
72-73 Expenditures	<u>\$50,000.00</u>

BRS&H set aside \$50,000.00 of Personal Services money to be used in a 3 to 1 match with the Montana Department of Social and Rehabilitative Services.

FEDERAL GRANT MONIES IN THE COMMUNITY SERVICES PROGRAM

<u>Grant</u>	<u>Authorized</u>	<u>Expend.</u>	<u>Balance</u>
HIP (N.S.)	(5/1/72-4/30/73) 92,382.00	76,419.59	15,962.41
DD (09)	(7/1/72 - 6/30/73) 100,000.00	96,869.67	3,130.33
Comm. Council (10)	(7/1/72 - 6/30/73) 14,880.00	11,725.28	3,154.72
Title III (Edc)	(7/1/72 - 6/30/73) 28,262.00	26,344.67	1,917.33
CDC (Clinical)	(12/1/72 - 6/30/73) 26,347.16	26,347.16	-----
Workshop (Adm)	(6/1/72 - 9/30/72) 6,312.00	5,116.14	1,195.86

# BOULDER RIVER SCHOOL & HOSPITAL FEDERAL GRANTS

<u>Grant</u>	<u>Authorized</u>	<u>Expend.</u>	<u>Balance</u>
HIP (N.S.)	(5/1/72 - 4/30/73) 92,382.00	\$ 76,419.59	\$ 15,962.41
DD (09)	(7/1/72 - 6/30/73) 100,000.00	96,869.67	3,130.33
Comm. Council (10)	(7/1/72 - 6/30/73) 14,880.00	11,725.28	3,154.72
Title III (Edc)	(7/1/72 - 6/30/73) 28,262.00	26,344.67	1,917.33
CDC (Clinical)	(12/1/72 - 6/30/73) 26,347.16	26,347.16	-----
Workshop (Adm)	(6/1/72 - 9/30/73) 6,312.00	5,116.14	1,195.86
PSC-B (06)	(6/1/72 - 6/30/73) 50,250.00	47,821.00	2,429.00
Title I (Clinical)	(9/1/72 - 8/31/73) 147,691.00	140,229.85	7,461.15
I.S.T. (Edc)	(7/1/72 - 6/30/73) 8,828.75	5,739.84	3,088.91

HIP - Hospital Improvement Project  
 DD - Developmental Disabilities  
 Comm. Council - Organization of Community Councils  
 Title III - ESEA Title III  
 CDC - Child Development Center, Missoula  
 Workshop - Workshop in Coordination of Services Among States  
 PSC-B - Public Services Careers - Plan B  
 Title I - ESEA Title I  
 IST - Hospital Inservice Training

## PROGRAM DESCRIPTIONS

The State budget programs and those of internal organizations at BRS&H do not always completely "synchronize". The terminology between the two systems sometimes differs when referring to the same programs. There is, for instance, a General Services budget category--but no such organizational bureau within the institution. The General Services budget is attached to the Administrative Services Bureau.

However, within each program description explanatory listings of sub-programs should clarify this matter. In addition, this report focuses, as specified in the guidelines, on program structure and not on organizational structure.

The basic functional structure of BRS&H is simple. There are five bureaus: The "cottage life" or "every day living" services, basically involving attendant counselor personnel, are in the Bureau of Nursing Services; The medical and hospital treatment services are in the Bureau of Clinical Services; non-medical treatment services (such as psychology and recreation) are in the Bureau of Paramedical Services; non-direct patient care services (such as the shop and business office) are in the Bureau of Administrative Services; and community programs are handled by the Bureau of Community Services. Each Bureau has a director and at the head of the organizational chart is the position of Superintendent.

The only sub-programs (those which do not have a "Bureau" status) which are under the Superintendent's direct supervision are Medical Records, Canteen, and Volunteer Services.

Superintendency:

Canteen, Medical Records, Volunteer Services

The superintendent assumed direct authority and responsibility for only three services. All other services were incorporated into a bureau under the direct supervision of a bureau chief.

Canteen:

Canteen services are available five days a week to the residents and employees of BRS&H. No attempt is made to include items which only employees would purchase; all items must have resident relevancy. The canteen is now located in an area close to the barber and beauty shops and the library -- a student center, in effect.

Medical Records:

Medical Records files have been completely decentralized to the individual living units so that they are available for use by direct care workers. The Medical Records department continues to serve as the center for collection and dissemination of nearly all data on the residents. Microfilm storage of records is the major future project.

Volunteer Services:

Tours are arranged at the request of individuals or groups. The concept of an "open institution" is stressed. Volunteer help also is coordinated through this office. A collection of artifacts in the basement of the administration building is the beginning of a hospital museum for public instruction and information.

### Administrative Services Bureau:

1. Shop, Laundry, Food Services, Warehouse (General Services).
2. Business Office, Personnel and Payroll, Cost Accounting, Inventory and Purchasing, Safety and Security (Administration)

### PROGRAM GOAL

The Boulder River School and Hospital is in effect a small city. BRS&H has its own water supply, power plant, streets and roads, parkways, waste disposal, fiscal and budget office, maintenance department, laundry, and food service. The adequate management of these services and resources to the most beneficial use of the residential population is the goal of the Administrative Services Bureau.

### PROGRAM OBJECTIVES

Objectives of this bureau are to expend the legislative appropriation and other income resources to the best advantage of the retarded people of the State; to maintain at the highest level possible services in support of the various clinical programs of the Boulder River School and Hospital; to maintain the grounds, roadways and other environs in a manner that is pleasing and conducive to the habilitation of the residential population; to protect the capital investment of the State in the facilities of the Boulder River School and Hospital.

#### Shop

The shop staff continues to function as a maintenance and repair team; however, due to its limited size, significant preventative maintenance is not possible at this time.

#### Laundry

Despite antiquated equipment and an inadequate building, the laundry handled 2 1/4 million pounds of laundry last year. A new laundry facility will be required if the present rate of usage is maintained.

#### Food Services

The greatest achievement has been the conversion to a 30-day menu to give variety to meals. New equipment has also contributed significantly in the preparation and cleaning processes.

#### Warehouse

The centralized warehouse, located in a former residential living building, adds greatly to the convenience of food, clothing, and equipment storage and distribution. Prior to such centralization, warehousing was scattered among several areas. Because of itemized storage of all requisitioned materials, accurate inventory is now possible.



### Business Office

Adoption of the State-wide Budgeting Accounting System (SBAS) has been beneficial in keeping an accounting of appropriations and expenditures.

### Payroll-Personnel

The separate services are now combined in one department, resulting in reduced duplication of records. One important personnel function is that of applicant screening. Proper screening will help to reduce employee turnover.

### Cost Accounting

The system is providing data and cost factors on each program and facility at BRS&H. These data will be useful in long-range planning (particularly on questions such as whether it is appropriate to continue investing money into remodeling), as well as in short-term decision making.

### Inventory and Purchasing

These services are now located in the centralized warehouse. Staff expansion and office location have helped in maintaining an adequate inventory and determining "use factors" for proper ordering.

### Safety and Security

The loss time accident rate has again declined for the fifth consecutive year. In expectation of Occupational Safety and Health Administration (OSHA) Standards being implemented into State law, BRS&H requested and received an OSHA inspection of its facilities. Reported deficiencies have been noted and corrected (or planning for compliance has been implemented).

### Paramedical Bureau:

Social Services, Recreation/Speech, Psychology, School, Deaf Blind Program, Library, ESEA Title I (Behavior Modification Program)  
Inservice Training (Hospital Inservice Training Grant and Public Services Careers-Plan B Grant)

### PROGRAM GOALS

Because of the multiplicity of handicaps and causative factors, retarded persons require a broad spectrum of experience. Provision of an intensive program of this broad spectrum to individual patients is the prime objective of the Paramedical Bureau. The retarded person should enter the institution to be treated for a problem associated with mental retardation, but not for mental retardation itself. Mental retardation as a clinical entity is, so far as is known, incurable. However, the problems that the retarded person suffers are subject to modification. The retarded person should be admitted to the institution for the period of time necessary to modify treatable deficiencies and then should return to the community. The overall goal then of the Paramedical Bureau is prompt treatment and community placement.

### PROGRAM OBJECTIVES

All non/home-living activities are centralized within this bureau -- academic, vocational, social, recreational, etc.

The approach of all paramedical services is behavioral. A behavioral approach is one which dictates that behavior can be defined, measured and analyzed. It further dictates that the modification of behavior is possible through the manipulation of an individual's environment. The major objective is, like the goal, to modify behavioral deficiencies to make the individual as normal in behavior as possible, and to return him to the community.

### Social Services

Forty patients, representing a reduction in population of 6%, were successfully placed in community facilities. Two hundred patients were staffed by a full interdisciplinary team and close to 100% of the patients was staffed by a smaller team which included Nursing Services and Social Services personnel. The parents of 200 patients were contacted by letter informing them of their childrens' program progress and inviting them to become involved in future planning. Social Services expanded from a staff of 5 to a staff of 7 including an MSW level supervisor. The increase in supervisory strength

has led to greater accountability, higher quality work, better documentation, and greater involvement with parents.

#### Recreation/Speech

The average number of patients receiving some form of recreation therapy during each weekday is 420.

The kinds of activities involved include summer day camp activities (approximately 30 patients per weekday from May through September), swimming activities, compliance training, gross and fine motor skills classes, and entertainment such as movies and dances.

The principle on which recreation activities are developed is that of providing meaningful, treatment-oriented activities that support the development of the individual in his everyday life style.

Recreation activities also involve language stimulation. Six recreation aides work in language stimulation activities one hour each day and they also integrate speech stimulation into the recreation activities.

The emphasis on language stimulation rather than on specific kinds of speech activities such as articulation training is due to the nature of the resident population; 90% of the individuals at BRS&H are profoundly to moderately retarded.

The Joeseph P. Kennedy Jr. Foundation grant to continue the summer day camp, located three miles from the institution, was awarded for the second year in the amount of \$2,000.

#### Psychology

The Psychology Section administered 657 tests, the majority of which were behavioral assessment scales. This reliance on behavioral assessment scales reflects the reduced emphasis on the administration of standard intelligence tests which have limited predictive value.

The Psychology Section began participation in the Individualized Data Base Project in June of 1973. This model project, which involves cooperation among BRS&H and several other Montana agencies with Pacific State Hospital in Pamona, California, attempts to track developmentally disabled people over a continuum of services and provides agencies with a system for detailed evaluation of programs. As of June 30, 1973, data on 899 developmentally disabled individuals in Montana were included in this project.

The Psychology Section is involved in two other allied projects with the Pacific State Hospital which involve collecting data about retarded people and institutional employees in order to learn more about their problems.

### School

The average number of patients in school programs during the year was 190. Because of the severity of mental retardation of those patients involved in the school program, class sizes range from 2 to 10, with an average time in class of one hour per day. The training emphasis in school is largely social rather than academic, again due to the severity of the students' retardation.

#### Achievements:

1. Ninety percent of the patients demonstrated measurable improvement in social interaction in the classroom.
2. Fifty percent demonstrated measurable improvement in eye-hand coordination and color recognition and discrimination.
3. Ninety percent of the patients have demonstrated slight to moderate improvement in receptive language skills.
4. Eighty percent of the patients have demonstrated measurable improvement in self-help skills.

### Deaf-Blind

This program involves a total of 37 individuals who are either blind or deaf and blind. Individualized programs for each child focus on behavioral objectives in the areas of communication, daily living skills, motor development, perceptual abilities, cognitive skills, and mobility. Progress during the year is reflected by these data: (1) three formerly non-ambulatory children now ambulate; (2) eight children have acquired independent eating skills; (3) all but two children now feed themselves, and (4) nearly all of the children have improved in social living skills.

### Library

A State Library branch facility, supervised by a State librarian, has been opened at BRS&H and now offers a full range of library services to the patients and employees. The library is located in the newly remodeled student center.

### MSEA Title I (Behavior Modification Program)

The purpose of Title I project at BRS&H is to implement and coordinate behavior modification training programs. The main goal is to train patients in skills which they lack and to eliminate maladaptive behaviors so that they can return to the community. The total number of behavior modification

programs implemented during the year is approximately 400. Although this figure is less than in the previous years, the quality of training has improved enormously.

The percentage of graduations by patients from programs has increased 140% as compared to fiscal year 1972 and 423% as compared to fiscal year 1971. A breakdown of program graduation shows:

Type of Program/Behavior	% Graduated
Maladaptive	8.3
Eating	33.3
Dressing	8.3
Living Area	8.3
Compliance(all profoundly retarded patients)	12.5
Grooming	20.8

Graduation from a program means that a patient has overcome that particular deficit and no longer needs such training.

An important project started during the year was the creation of a weekly newsletter, The Boulder Behaviorist, for distribution among direct care workers. This newsletter has given the direct care workers feedback on the quantity and quality of training at the institution and has provided reward for attendants by publishing the names of those doing consistent training. Weekly issues are distributed to employees at BRS&H and to 150 other institutions and interested people.

#### Inservice Training

During the fiscal year 1973, Inservice Training continued its program of providing entry level training for newly hired employees and upgrade level training for employees wishing to obtain a position of higher pay and responsibility. At the entry level, 228 employees completed training during the year. At the upgrade level, 20 employees completed training.

The PSC-B Grant provided funding for the creation of a recruitment film which will be shown on television and distributed throughout the state at employment offices, high schools, etc. in order to encourage people to become attendant counselors at BRS&H.

The PSC-B Grant is designed to help disadvantaged individuals who, under normal circumstances, would have difficulty in obtaining and keeping positions.

Ninety-seven employees hired during the year were enrolled under the PSC-B Grant. The major portion of the grant award was budgeted for these individuals to receive free transportation services to and from BRS&H. This service provided transportation to approximately 52 employees. The PSC-B Grant also made possible college extension courses in Psychology, English, and Chemistry and a Supervision and Management course for the supervisory employees.

### Clinical Services Bureau:

Hospital, Laboratory, Physical Therapy, Pharmacy, Medex Program, Dental Program, Admissions Office.

### PROGRAM GOALS

The mentally retarded person is like any other human being, he sometimes becomes ill. Frequently the mentally retarded person is encumbered with other physical handicaps that are in themselves as handicapping as the mental retardation. Institutions for the retarded must make a contribution to research leading to the elimination of retardation or to better techniques and methods of treating problems associated with retardation. Since mental retardation is partially a medical problem, some of the processes of diagnosis and evaluations logically fall into this domain.

Specific Goals: (1) Maintaining the general health of the residential population; (2) Performing surgical procedures that will alleviate physically handicapping conditions; (3) Prescribing medications, therapies and prosthetic appliances; (4) Conducting definitive laboratory tests; (5) Conducting research of a biochemical and chromosomal nature which will lead to valid diagnoses.

### PROGRAM OBJECTIVES

The major objective of the Clinical Bureau is to form a medical staff which will prevent the occurrence of illness and to cure illness when it occurs in order to permit the retarded person to participate as fully as possible in everyday activities.

### ACHIEVEMENTS

#### Dental

(1) The Dental Department provided the following services:

Restorations	92
Extractions	195
X-rays	96
Cottage examinations	514
Clinical examinations	586

In addition dental services were expanded to include the living units on the grounds.

#### Laboratory

During the fiscal year over 35,000 functional procedures were provided. This represents an increase of almost 20% over the previous fiscal year. The increases were chiefly in the areas of bacteriology and serum chemistry.

## Medex

A major addition to the medical staff was the two Medex. The Medex function as "physicians assistants" whose primary responsibility is immediate patient care. This involves (1) Holding clinics; (2) Treating patients where possible in the cottages; (3) Admitting patients to the hospital; (4) Working up treatment regimes with the clinical director or consultants; and (5) "Followup" inspection to insure that treatment is progressing properly and preventative medicine is being initiated.

## Physical Therapy

The average number of patients treated per month is 68. A cottage physical therapy program began in the fall of 1972. The cottage program provides carry-over treatments to post-surgical patients enabling them to leave the hospital sooner; it also provides services to other residents in the cottages.

A swimming program enables residents to participate in swimming classes one day a week. The exercise and experience involved in learning basic swimming skills are of great therapeutic benefit to the physically handicapped. Several wheelchairs have been purchased through the use of Medicaid funds.

The Physical Therapy Department initiated treatment programs involving (1) feeding (2) dressing; (3) sensory stimulation; (4) positioning; (5) movement and rhythm; (6) elimination of drooling, and (7) provision of adaptive equipment. Fifty percent of the approximately 100 patients involved in physical therapy programs have shown significant improvement toward gaining independence.

## Pharmacy

Medication distribution changed from the system of the individual prescription issued for a two week period to that of the unit dose. The unit dose system employs individually wrapped and labeled medications dispensed each 24 hours. As a result, the number of prescriptions filled has increased from 500 twice a month to 500 each day. There are many advantages to the unit dose system; the major one is that the pharmacist has more control over the medication that reaches the patient and more control over the length of time the patient is treated. This control also increases accuracy in locating shortages and overages. Other major achievements in the Pharmacy program include (1) A patient profile system: a permanent record of all medications that a patient has received or is presently taking enabling the pharmacist to detect any possible drug interactions; (2) A hospital formulary service: a quick source of valuable information, with monthly revisions, on all drugs presently stocked in the Pharmacy; (3) A Pharmacy reference library.

### Admissions

During the fiscal year there were 72 individuals admitted to the institution; 45 were admitted for one day evaluations. One day evaluations usually included a medical and psychological workup with a treatment plan for the parents and recommendations to family physicians and local and state agencies. One day evaluations are often for the purpose of definitive diagnosis of mental retardation and specific etiological identification of the retarded person's problem. Most of the parents who bring their children for such an evaluation are not primarily interested in seeking a residency arrangement. In this regard, Boulder River School and Hospital is, in effect, offering an out-patient service to the parents of mentally retarded children who do not require institutionalization. Of the 72 individuals admitted during the fiscal year, only 17 remained in residency as of June 30, 1973.

### Hospital

Eight hundred fifty-eight patients were admitted to the Hospital, 26 of whom were new admissions to the institution. During the year a total of 104 surgical procedures, some of which involved the assistance of consulting physicians from Montana and from out of state, were performed.

Hospital remodeling began in May, 1973. Areas of the hospital presently being remodeled include surgical wards, the central services area, rooms to house the pharmacy and medical records departments, and a part of the Bluebird conference room that will become the X-ray area.

Of the 18 patients at Boulder River School and Hospital who died during the fiscal year all but one was autopsied (see addendum).

### Other Achievements of the Clinical Services Bureau

(1) An extensive genetics seminar included participation by the nationally prominent geneticists, Drs. Victor McKusick, John Opitz, Arno Motulsky and Jurgen Hermann. They, along with Dr. P.D. Pallister, discussed several syndromes which were new to medicine or, more specifically, unique to Montana. Approximately 150 persons participated in the conference, the majority of whom were physicians, Ph.D.'s or students. The proceedings were video taped by the staffs at BRS&H and Montana State University for instructional use. The consulting physicians to the conference also helped in the medical care and diagnosis of patients at Boulder River School and Hospital and retarded persons in the community.

(2) The Clinical Bureau Chief has received faculty appointment at the Universities of Washington and Utah.

(3) The association with the Department of Pediatrics of the University of Washington, through Dr. David Shurtleff, will result in the rotation of WAMI students through BRS&H where they will gain experience in the areas of genetics and mental retardation.



## Nursing Services Bureau:

Attendant Counselor Program (basic care and treatment), Foster Grandparent Program, Chaplaincy, Barber and Beautician, Medicaid/Medicare Program.

### PROGRAM GOAL

Nursing Services is charged with the responsibility for all daily and routine affairs, other than when the patient on an individual basis is involved in programmatic activities, of the residential population at Boulder River School and Hospital.

Approximately 50% of the employees at BRS&H work in the Nursing Services Bureau.

The major goal of Nursing Services is to implement and maintain the principal of normalization. The principle of normalization is that of allowing the mentally retarded to obtain existence as close to the norm as possible, making available to them patterns and conditions of everyday life which are as close as possible to the norms and patterns of the mainstream of society. Because the employees of the Nursing Services Bureau work in the cottage areas where the patients spend the majority of their waking and sleeping hours, and because nursing services employees are responsible for direct patient care, they are the employees who must implement the principle of normalization if it is to work.

### PROGRAM OBJECTIVES

Nursing Services through its organization, services, and facilities must create an environment in which the resident is allowed to obtain maximal human dignity, an environment which is a reflection of life in the individual's home community. To this end, Nursing Services has developed a seven-unit system of management in which two of the units are specialized, depending on a resident's special needs, and five are geographic, depending on which of the five regions of the state is the resident's home.

#### Specific Objectives:

- (1) To promote high quality patient care by providing effective guidance, training, and supervision of the staff.
- (2) To encourage and demonstrate the need of a team approach to meet the retarded individual's daily needs.
- (3) To stress the principle of normalization in all planning.

### ACHIEVEMENTS

#### Attendants

- (1) During the fiscal year, the Assistant Bureau Chief became a licensed hospital administrator.
- (2) Each living unit now has an LPN on its staff for the first time in

in the history of BRS&H.

(3) The Bureau Chief, with assistance from two other employees, has maintained the Medicaid Program during the past year. Of the total of 356 patients who are eligible for Medical Assistance, 155 reside in licensed intermediate care buildings. In addition, 173 patients have been declared ineligible and 89 are in the "pending" status. \$1,640,932 was reimbursed to the State of Montana from the Bureau of Medical Assistance of the Department of Social and Rehabilitative Services for services rendered at Boulder River School and Hospital to Medicaid eligible patients. In addition, \$18,314 was paid to consulting physicians from the Bureau of Medical Assistance for services rendered to BRS&H patients. Without Medicaid some patients would not have received these services, as Boulder River School and Hospital did not have an adequate budget to cover such medical expenses.

(4) Cottage remodeling of building Number 3 continues. Expected completion date: late 1973 or early 1974. Completed remodeling will render this building more nearly fit for human habitation.

#### Barber and Beautician

The barber and beauty shops are located in the newly remodeled student center. Patients are now allowed to request hair styles as they wish them. A step toward normalization is the elimination of bowl haircuts.

#### Chaplain

Religious Services are conducted each Sunday for the resident. Protestant and Catholic chaplains are involved in the services. Religious counseling is also available.

#### Foster Grandparents

Foster grandparents, part of the federal ACTION program, provide direct patient care in an attempt to simulate a grandparent-grandchild relationship and to provide the affection normally absent in an institutional environment.

### Community Services:

Hospital Improvement Project Grant, Developmental Disabilities Funds, Organization of Community Councils Grant, ESEA Title III Grant, Workshop Grant and Child Development Center

### PROGRAM GOALS

Planning for the special needs of retarded persons today involves creating needed services at the local community level. To every extent possible, such services should be available to the retarded person so that leaving the natural home in order to obtain service is not necessary. The means must be provided by which a locally based continuum of services can be available and thus the need to enter an institution is eliminated. The goal of this Bureau is to develop such services throughout the state.

### PROGRAM OBJECTIVES

This bureau has three objectives: (1) To provide those services required by people who are mentally retarded in order to inhibit their need for institutionalization; (2) To provide the services required by people who have benefitted from an institutional experience and who are now ready to return to normal community living; (3) To preclude, eventually, the need for existence of a single, large, multi-purpose institution.

### ACHIEVEMENTS

#### Hospital Improvement Project

Residential facilities in of three towns, Missoula, Great Falls, and Billings, continued to serve an average of 15 children, ages 3 to 9. Through this type of community residential arrangement, institutionalization at BRS&H was prevented.

#### Developmental Disabilities

Monies were available for distribution among the five geographical regions of Montana. Each region then submitted project proposals for expenditure of these funds for programs for developmentally disabled persons.

#### Community Council

Consultant services to the five regional DD councils resulted in increased communication and membership activity.

#### Title III

The Easter Seal pre-school program (located in Great Falls), involving speech therapy, physical therapy and classroom training, continued to serve over 20

children. The Great Falls Public School is continuing this program in 1973-74 under local funding.

#### Child Development Center

The Child Development Center, located in Missoula, serves the entire state, but focuses on services to the residents of eight western Montana counties. Services include diagnosis, evaluations, speech therapy, educational counseling, and medical screening.

#### Workshop

Interstate planning and coordination of DD activities resulted from a workshop involving community services personnel from several western states.

As of July 1, 1973, this Bureau is dissolved. The programs have been restructured under SRS supervision or under the Department of Institutions directly.

# ADDENDUM

## BOULDER RIVER SCHOOL AND HOSPITAL

### Resident Deaths

<u>No.</u>	<u>Case No.</u>	<u>Name</u>	<u>Date of Death</u>	<u>Cause</u>	<u>Autopsy</u>
1.	1034	Lindbeck, Frank	7/16/72	1. Bronchopneumonia 2. Volvulus - surgical repair 3. Congenital anomaly of gut	Yes
2.	386	Hall, Virgil	9/04/72	1. Liver failure 2. Chronic hepatitis	Yes
3.	484	Killam, David	9/96/72	1. Drowning	Yes
4.	1256	Forsyth, Jodine	9/17/72	1. Central Nervous System failure	Yes
5.	467	Johnson, Joseph	9/22/72	1. Bronchopneumonia, severe 2. Microcephaly and epilepsy from birth	Yes
6.	1150	Sams, Barbara	10/14/72	1. Bowel obstruction 2. Recurrent volvulus 3. Cerebral Palsy	No
7.	950	Walden, Sean	11/24/72	1. Pulmonary embolus 2. Peritonitis 3. Appendicitis with perforation	Yes
8.	1476	Summers, Gary	12/25/72	1. Primary Central nervous system malformation, congenital	Yes
9.	1540	Hanson, Wilfred	12/26/72	1. Lung abscesses 2. Chronic Pyelonephritis 3. Horseshoe kidney	Yes
10.	748	Peterson, Emil	12/29/72	1. Pulmonary emboli 2. Adenocarcinoma (metastatic) from colon	Yes
11.	1517	Mings, Melissa	1/01/73	1. Bronchopneumonia	Yes
12.	1516	Griggs, Robert	1/23/73	1. Bronchopneumonia	Yes
13.	566	Lowry, Dayle Luanne	1/23/73	1. Intracranial hemorrhage and brain edema (Exposure)	Yes

14.	1263	Gross, Sherri	2/07/73	1. Pneumonitis, acute	Yes
15.	1311	Zimmerman, Bryan	2/08/73	1. Pneumonitis, acute	Yes
16.	1090	Onion, Cyrus	2/23/73	1. Acute hemorrhagic bronchopneumonia	Yes
17.	1265	Kopp, Diana	3/03/73	1. Aspiration of food	Yes
18.	744	Pentecost, Robert	4/24/73	1. Toxemia and shock 2. Rupture of duodenum 3rd portion 3. Kick in abdomen by another patient	Yes

ANNUAL REPORT  
OF THE  
MONTANA CENTER FOR THE AGED

TO THE  
GOVERNOR OF MONTANA  
HONORABLE THOMAS L. JUDGE

FOR THE  
FISCAL YEAR ENDED  
June 30, 1973

STATE OF MONTANA  
MONTANA CENTER FOR THE AGED  
BOX 820  
LEWISTOWN, MONTANA 59457

SUPERINTENDENT  
JAMES W. KAARO  
DIRECTOR OF NURSING  
RUTH VIERTEL  
BUSINESS SERVICE OFFICER  
RUTH V. BIGGERSTAFF

PHONE 406-538-9558

The Honorable Thomas L. Judge  
Governor  
State of Montana  
Helena, Montana 59601

Dear Governor Judge:

In compliance with Montana Law Sections 82-4001 and 82-4002, Revised Codes of Montana 1947, there is herewith submitted to the office of the Governor the report of the Montana Center For The Aged covering the fiscal year ended June 30, 1973.

Major accomplishments during the year include:

- . Completion of a Building Modification Plan and installation of Fire Sprinkler and Smoke Detection System.
- . Implementing group therapy and patient activity programs.
- . Formulated plan to provide Social Service to residence of the Home and to increase services without increase cost through federal funding.

Respectfully submitted,

*James W. Kaaro*  
James W. Kaaro  
Superintendent



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PRINCIPAL OFFICES AND OFFICERS

DEPARTMENT OF INSTITUTIONS

Edwin G. Kellner, Director	Helena, Montana
Lawrence E. D'Arcy, Deputy Director	Helena, Montana
Thomas L. Gooch, Administrator, Centralized Services Division	Helena, Montana

BOARD OF INSTITUTIONS

John Cross - Chairman	Glendive, Montana
Richard V. Bottomly	Great Falls, Montana
Willis N. McKeon	Malta, Montana
John W. Strizich, M. D.	Helena, Montana
Floyd Hamilton	Livingston, Montana

PRINCIPAL ADMINISTRATIVE OFFICERS

James W. Kaaro, Superintendent of the Montana Center For The Aged

Ruth Viertel, Assistant Superintendent and Director of Nursing

Ruth Biggerstaff, Business Service Officer

PRINCIPAL OFFICE

Montana Center For The Aged	Phone - 538-9558
	P. O. Box 820
	Lewistown, Montana 59457

## LEGAL REFERENCES

### GENERALLY

The statutes, for the most part, relating to the Department of Institutions are contained in the following sections of the Revised Codes of Montana.

Title 80, Chapter 25 Section 2501	Location and Function
Title 80, Chapter 25 Section 2502	Transfer of patients to and from hospital .
Title 80, Chapter 25 Section 2503	Discharge or convalescent release of patients
Title 69, Chapter 52	Revised Codes of Montana 1947, Lic. Laws & Standards for Long Term Care Facilities. Revised July 8, 1967, November 22, 1969, March 14, 1970, and May 7, 1971.
Title 82A	State reorganization of executive department

## PRINCIPAL GOALS

To provide the best possible nursing service and a pleasant home life for each resident. To individualize the residents and meet their needs spiritually, socially and physically. To recognize their needs for dignity and affection. To avoid stereotype attitudes and not let patient care and treatment become custodial.

## MAJOR ACCOMPLISHMENTS

1. Building modification and installation of fire sprinkler and detection system completed

Building modification, smoke partitions, and solid core doors installed throughout the facility with a new fire exit in the dining area. Sprinkler system installed in the kitchen, basement and storage areas. Smoke detection and alarm system installed in offices, dining area, hallways and all patient rooms.

2. Additional staff

One full time nurses aid and one part time nurses aid added to staff as new positions.

3. Replace and repair equipment

Replacement of two hot water tanks, cement lined, fabricated and complete with controls. Replacement of two hot food carts, water cooler and coffee urn. Additional equipment purchased - drill press and lawn sweeper.

4. Disposing of surplus property

Transfer of a large quantity of surplus property to other state institutions.

# PROGRAM COST SUMMARY

	<u>FY 1972-73</u>	<u>FY 1971-72</u>	<u>Increase (Decrease)</u>
Administration	\$ 50,194	\$ 48,585	\$ 1,609
Care and Treatment	124,684	111,503	13,181
General Services	<u>145,755</u>	<u>135,958</u>	<u>9,797</u>
TOTAL PROGRAMS	\$320,633	\$296,046	\$ 24,587
Personal Services	229,611	210,587	19,024
Operating Expenses	86,993	83,306	3,687
Equipment	<u>4,029</u>	<u>2,153</u>	<u>1,876</u>
TOTAL BY CATEGORY	\$320,633	\$296,046	\$ 24,587
General Fund	<u>\$320,633</u>	<u>\$296,046</u>	<u>\$ 24,587</u>
TOTAL FUNDING	<u>\$320,633</u>	<u>\$296,046</u>	<u>\$ 24,587</u>

## ANALYSIS OF PROGRAMS

### Administration Program

#### -GOAL

To maintain complete current financial records and accounts contributing to economical management within the operating budget.

#### -OBJECTIVES

To provide consultation with department heads and make a careful study of activities related to budget control and expenditures.

#### -ACHIEVEMENTS

Improved in inventory control.

Accumulation of statistical data.

#### -PERFORMANCE INDICATORS

<u>FACTOR</u>	<u>FY 1972-73</u>	<u>FY 1971-72</u>
Requisitions Processed	58	73
Claims Processed	525	484

## ANALYSIS OF PROGRAMS

### Care and Treatment Program

#### -GOAL

To provide comprehensive nursing and the best possible patient care.

#### -OBJECTIVES

To integrate nursing and other professional services so the patients may receive maximum benefits.

To provide a combination of the high standards of nursing with compassion and understanding for the patients.

Establishing a health care program with an added social component of care.

#### -ACHIEVEMENTS

New group activity programs for patients

Hiring additional staff. Full time and part time nurses aids.

Organizing utilization review plan and program to meet State and Federal requirements.

#### -PERFORMANCE INDICATORS

<u>FACTOR</u>	<u>FY 1972-73</u>	<u>FY 1971-72</u>
Patients in Residence	146	146
Deaths	13	14
Admission from Warm Springs	21	15
Average Daily Patient Population	145	144
Average Full Time Employees	28	25
Ratio Daily Patient Population to Employee	5.5	5.19:1
Returned to Warm Springs State Hospital	6	2
Discharged	0	0
Deaths	13	14
Total Separations	19	16
Total Annual Per Capita Per Patient	\$2211.38	\$2059.56
Total Daily Per Capita Per Patient	\$ 6.06	\$ 5.65



## ANALYSIS OF PROGRAMS

### General Services and Physical Plant Program

#### -GOAL

To provide proper maintenance for all mechanical systems and to maintain and improve grounds and buildings.

#### -OBJECTIVES

To repair roofs and build a garage addition through long range building program.

To provide a program of ongoing and preventive maintenance, interior and exterior.

#### -ACHIEVEMENTS

Completion of building modification and installation of fire sprinkler and detection system.

Replace and repair equipment and general building maintenance.

#### -PERFORMANCE INDICATORS

<u>FACTOR</u>	<u>FY 1972-73</u>	<u>FY 1971-72</u>
Number of Meals Served Residents	157,563	155,066
Number of Meals Served Employees	9,620	9,074
Number of Meals Served Other	164	127
Cost Per Meal	.231	.215



ANNUAL REPORT  
OF THE  
MONTANA CHILDREN'S CENTER

TO THE  
GOVERNOR OF MONTANA  
HONORABLE THOMAS L. JUDGE

FOR THE  
FISCAL YEAR ENDED  
JUNE 30, 1973

GOVERNOR  
THOMAS L. JUDGE



DEPARTMENT OF INSTITUTIONS  
EDWIN G. KELLNER, DIRECTOR

## BOARD MEMBERS

RICHARD V. BOTTOMLY, GREAT FALLS  
JOHN M. CROSS, GLENDIVE  
FLOYD C. HAMILTON, LIVINGSTON  
WILLIS M. McKEON, MALTA  
JOHN STRIZICH, M.D., HELENA

MONTANA CHILDREN'S CENTER  
TWIN BRIDGES, MONTANA

JOSEPH M. BALKOVATZ  
SUPERINTENDENT

September 28, 1973

The Honorable Thomas L. Judge  
Governor of the State of Montana  
Capitol Building  
Helena, Montana 59601

Dear Governor Judge:

In accordance with the requirement of Section 84-4002, R.C.M. 1947, there is, herewith transmitted to you the report of the Montana Children's Center covering the fiscal year ended June 30, 1973.

Major accomplishments during the year include:

Demolition of an old building and construction of a new building was begun at no cost to the state. The new building will be a recreation - canteen.

Reversion of \$45,971.57 to the General Fund.

Continuation of a \$65,000.00 Exemplary Vocation program in cooperation with Twin Bridges High School.

Graduated 35 students from our 8th grade, 20 of which were able to do so because of remediation.

Continued to use an ungraded teaching method in our elementary school.

Respectfully submitted,

*Joseph M. Balkovatz*

JOSEPH M. BALKOVATZ  
Superintendent

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## PRINCIPAL OFFICES AND OFFICERS

---

### DEPARTMENT OF INSTITUTIONS

1236 E. 6th Ave.

Helena, Montana

Edwin G. Kellner  
Lawrence E. D'Arcy  
Thomas L. Gooch  
John G. Thomas  
Geraldine C. Strong

Director  
Deputy Director  
Administrator, Centralized Services Div.  
Administrator, Community Services Div.  
Administrator, Reimbursement Div.

### MONTANA CHILDREN'S CENTER

TWIN BRIDGES, MONTANA

### PRINCIPAL OFFICERS

Joseph M. Salkovatz, Superintendent  
William R. McCrea, Business Service Officer  
Harry L. Helton Jr., Director of Cottage Life  
Robert J. Cope, Director of Education & Training

### BOARD OF INSTITUTIONS

#### OFFICER

TERM OF OFFICE	HOME ADDRESS
Wells M. McKeon, Chairman 1-9-73 1-3-77	425 S. 1st Ave. W., Malta
Richard V. Bottomly, Member 7-2-69 7-1-74	1101 11th N. S., Great Falls
John M. Cross, Member 7-1-70 7-1-75	1510 E. Ames Wye, Glendive
Floyd C. Hamilton, Member 7-8-71 7-1-76	East of Livingston
John W. Strizich, M.D., Member 7-31-73 1-3-77	1500 Cannon, Helena

## LEGAL REFERENCES

### GENERALLY

*The statutes relating to the operations of the Montana Children's Center are, for the most part, contained in Sections 80-2101 thru 2107 of the R. C. M., 1947.*

*General operating policies as established by the Board of Institutions are contained in Central Office Directives as issued by the Board.*

## PRINCIPAL GOALS

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Make every effort to fulfill the needs of dependent and neglected children who require separation from their families or foster families or for whom foster care cannot be obtained with the ultimate goal of preparing well adjusted children for outside placement.



## MAJOR ACCOMPLISHMENTS

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### 1. General Services & Physical Plant

Demolition of an old, unused cottage was completed and construction of a new Recreation Building was begun. This new building is being constructed completely through the use of donated funds. This new building will house many items for the amusement of the children at no cost to the State of Montana.

### 2. Administration

A reversion of \$45,971.57 was made to General Fund. This surplus represents approximately 99% from personal services budget area. This reversion was reduced when we were advised to accrue \$10,000.00 to litigate a legal case before the United States Supreme Court. Three teachers were not hired because of reduction in the elementary school population. Also, a psychologist was not hired at the \$10,000.00 allocated salary. Cottages were closed during the summer months and Christmas vacation.

### 3. Education

The funding of a \$65,000.00 Grant for an Exemplary Cooperative Vocational Education Program which included all of our high school students plus all of our elementary students here at the Montana Children's Center: this is a wide range curriculum geared towards a more meaningful and interesting program which allows our youngsters to excel and achieve in areas which could well induce them to continue into community based Vo-Tech Centers throughout the State.

### 4. Education

Achievement realized for the school year should indicate 35 students graduated from the 8th grade at the Montana Children's Center school and 20 of these students received remedial help.

### 5. Counseling & Guidance

Hired a Cottage Life Supervisor which has resulted in increased efficiency in the areas of employee work policy, student discipline, guidance, and control. This was accomplished by restructuring within the Cottage Life Department and has resulted in a more efficient operation in all areas of that department.

## MAJOR ACCOMPLISHMENTS

---

### 6. Education

Continued use of Remedial Reading, Math and the Counseling and Guidance programs to assist in the alleviation of social pressures and behavioral problems.

### 7. Education

Use of the non-graded classroom situation provided for the students progression through the subject matter in school.

### 8. Education

Through agreement with the Twin Bridges High School staff, an exchange program of trading teachers was again, this year, continued which proved beneficial to both school programs.

### 9. Counseling & Guidance

Utilization of the NYC program has resulted in those students involved becoming more aware of the benefits of employment by allowing them to earn the funds necessary to purchase various items that they normally would be unable to afford.

### 10. Counseling & Guidance

We have developed individual living quarters for our older girls. This has lowered the population in the other cottages, and given the girls in individual living more responsibility and valuable insights to what is expected of them when they do start living in society.

### 11. General Services & Physical Plant

In the face of rapidly rising food costs, the cost per meal rose only \$.008 per meal from \$.189 in 1971-72 to \$.197 in 1972-73.

## MAJOR ACCOMPLISHMENTS

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### 12. Counseling & Guidance

Increased student privileges in association with their good behavior, thus giving students increased initiative to strive for behavior that is acceptable and expected by society.

### 13. Counseling & Guidance

Involved students in inter-institutional activities and off grounds activities provided in part by civic groups of the surrounding communities.

## PROGRAM DESCRIPTIONS

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### PROGRAM-ADMINISTRATION

#### GOAL

To provide vehicles to effectively administer and coordinate all programs of the Center such as maintaining accurate fiscal records and insuring that staff is utilized in all areas for the most efficient and modern methods of administration in order to provide proper levels of service to meet the individual needs of each resident student.

#### OBJECTIVES

Maintain records pertaining to employee's vacation, sick leave, and holidays.

Evaluate all new employee's performance at a six month level and all other employees on a yearly basis.

Provide the necessary input to the Statewide Budgeting and Accounting System and maintain a manually operated accounting back-up system.

#### ACHIEVEMENTS

A training session was attended by the Administrative and Accounting Staff in order to better understand the output generated by the Statewide Budgeting and Accounting System.

The budget for the 1973-1974 fiscal year was prepared, submitted, and approved for implementation as of July 1, 1973. A reversion of \$45,971.57 was made to General Fund. This surplus represents approximately 49% from personal services budget areas.

A Psychologist was not employed for \$10,000.00 primarily due to low salary and complete lack of housing either on campus or in the Twin Bridges area. This lack of housing represents a major problem in recruiting.

Three teachers were not hired because of reduction in the elementary school population.

Savings were also made by closing cottages during summer and Christmas vacations.

## PROGRAM DESCRIPTION

### PROGRAM-ADMINISTRATION

#### ACHIEVEMENTS (continued)

This reversion was reduced when we were advised to accrue \$10,000.00 to litigate before the U.S. Supreme Court the case of Robert Click, et.al. vs State of Montana to defray the cost of services of a private law firm.

Because of the population limitation placed on the Center by the 1971 Legislative assembly, whereby we were not to exceed 100 students on any given day of the biennium, which was later administratively lifted and we peaked out at 144 children or averaged 105.6 children and because of restrictions in budget law which prohibited verticle transfer of funds within or between programs, we ran in the red in our General Services Operations in the amount of \$5,300.00. These unaccrued expenses were carried over and paid for from our 1973-1974 appropriations.

#### PERFORMANCE INDICATORS

.....FISCAL YEAR.....

	<u>1971-1972</u>	<u>1972-1973</u>	
Cost of Program	\$45,485.00	\$48,548.03	Rising
Claims Processed	998	905	Decreasing
Purchase Orders	149	128	Decreasing
Children's Personal Checks	4,291	4,529	Increasing
Total Reversion (All Programs)	\$36,295.68	\$45,971.57	Increasing

## PROGRAM DESCRIPTION

---

### PROGRAM-COUNSELING & GUIDANCE

#### GOALS

To provide an atmosphere of good mental health and emotional security in cottage areas, that would provide children with a more stable environment than the homes in which they were living.

To treat and rehabilitate each individual child and return the child to the community as rapidly as possible at the least possible expense to the Montana taxpayer. To do this through the provision of maximum care, control, and supervision for the students. To provide quality medical care of a preventive and/or remedial nature through physical examinations, eye and hearing checkups, immunizations, and the entire range of medical care. Concentrate on the treatment program for each child with the counseling program coordinated with cottage life staff and education staff.

#### OBJECTIVES

1. Maintain a child population per cottage so that there is a tendency toward individualization and rehabilitation, rather than custodial institutionalization.
2. Achieve and maintain healthy physical outlets for the well-being of each student, thus eliminating physical types of problems as a source of concern to our students and their families.
3. Utilize recreational facilities and staff so that children can grow physically as well as mentally; this is also to insure that students will learn how to use their spare time for healthy purposes.
4. To develop good mental attitudes toward members of the opposite sex by giving students constructive activities together.
5. The successful placement of the child back in the community. Achieved by the use of the child's home, foster homes, group homes, or any other appropriate resource at the community or state level.

## PROGRAM DESCRIPTION

### PROGRAM-COUNSELING & GUIDANCE (continued)

#### ACHIEVEMENTS

We have developed individual living quarters for our older girls. This has lowered the population in the other cottages, and given the girls in individual living more responsibility and valuable insights to what is expected of them when they do start living in society.

1. Hired a Cottage Life Supervisor which has resulted in increased efficiency in the areas of employee work policy, student discipline, guidance, and control. This was accomplished by restructuring within the Cottage Life Department and has resulted in a more efficient operation in all areas of that department.
2. Increased student privileges in association with their good behavior, thus giving students increased initiative to strive for behavior that is acceptable and expected by society.
3. Utilization of the NYC program has resulted in those students involved becoming more aware of the benefits of employment by allowing them to earn the funds necessary to purchase various items that they normally would be unable to afford.
4. Involved students in inter-institutional activities and off grounds activities provided in part by civic groups of the surrounding communities.

#### PERFORMANCE INDICATORS

<u>FACTOR</u>	<u>.....Fiscal Year.....</u>		<u>Trend</u>
	<u>1971-1972</u>	<u>1972-1973</u>	
Population - yearly average	112	106	Down
Maximum Realized Census	158	144	Down
Minimum Realized Census	74	60	Down
Number of Placements	157	154	Down
Number of Discharges	61	27	Down
Number of New Admissions	109	57	Down
Deaths	0	1	Up
Median Length of Stay	8.6 mo.	7.5 mo.	Down
Recidivism	19.6	25.6	Up
Number of Violators Returned	Unknown	32	----
Number of Replacements	Unknown	58	----
Recidivist Rate Parole Violators	Unknown	9.1	----
Recidivist Rate Replacements	Unknown	16.5	----

During fiscal 1971-72 of the four juvenile institutions, 38.9% of all juveniles committed by courts were committed to the Montana Children's Center. During fiscal 1972-73, the rate dropped to 25.1%

## PROGRAM DESCRIPTION

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### PROGRAM-GENERAL SERVICES & PHYSICAL PLANT

#### GOAL

Effectively maintain the physical plant and provide general service to the Center. Provide the best facilities possible to meet the needs of the children living together in groups.

#### OBJECTIVES

To meet or surpass all health or safety regulations set forth by the State Board of Health, State Fire Marshal or Workmen's Compensation Division.

To provide well balanced, nutritional meals at a minimum cost which are conducive to good physical health and thus, good mental health in the resident children.

#### ACHIEVEMENTS

In the face of rapidly rising food costs, the cost per meal rose only \$.008 per meal from \$.189 in 1971-72 to \$.197 in 1972-73.

Demolition of an old, unused cottage was completed and construction of a new Recreation building was begun. This new building is being constructed completely through the use of donated funds. This building will house many items for the amusement of the children at no cost to the State of Montana.

Prior to demolition of above building, the complete fire escape was salvaged and installed on the West end of our gymnasium building, thus allowing us to utilize a previously unacceptable room which had no second method of egress. This room is now being used by our Arts and Crafts Educational Department. This was accomplished by our own personnel at an approximate saving of at least \$10,000.00.



## PROGRAM DESCRIPTION

### PROGRAM-GENERAL SERVICES & PHYSICAL PLANT (continued)

<u>PERFORMANCE INDICATORS</u>	<u>.....Fiscal Year.....</u>		<u>Trend</u>
	<u>1971-1972</u>	<u>1972-1973</u>	
Cost of Program	\$297,491.00	\$296,324.62	Decreasing
Number of Fires	0	0	Stable
Cost of Repairs & Maintenance	4,529.62	3,768.32	Decreasing
Electrical Consumption	645,600KW	579,600KW	Decreasing
Natural Gas Consumption	393,243 cu. ft.	382,510 cu. ft.	Decreasing
Food Cost per meal	\$ .189	\$ .197	Stable
*Number of Meals Served	162,606	121,714	Decreasing

\*This decrease in meals served is due in part to the lower monthly average of children and in part to a tighter control in tabulation of the meal count.

## PROGRAM DESCRIPTION

---

### PROGRAM-EDUCATION

#### GOAL

To provide a program that is conducive to educational growth; to meet the needs of every student, educationally, physically and socially; to mold capable citizens and equip them with knowledge and understanding that will aid them in returning to society and adjusting to normal life.

#### OBJECTIVES

Continuation of utilization of successful ungraded system in our Montana Children's Center Grade School.

Continue to provide Remedial Math, Reading and Guidance Counseling Programs to our students shown to be deficient in these academic areas and having social and behavioral problems.

Continue to provide a good liaison relationship with the Twin Bridges High School faculty and the Montana Children's Center staff.

To prepare our students to be acceptable both socially and educationally in their community school systems.

#### ACHIEVEMENTS

In this program we intended to achieve placing the youngsters in a non-graded classroom situation; provided for the students progression through the subject matter in school, primarily, if indicated, inclusion within the areas of Remedial Reading, Math and the Counseling and Guidance programs to assist in the alleviation of social pressures and behavioral problems.

Achievement realized for the school year should indicate 35 students graduated from the 8th grade at the Montana Children's Center school and 20 of these students received remedial help. Of this 57%, most would not have graduated without this program. Discipline problems were minimal and students tested well. Some of these 8th grade students were actually working at 5th and 6th grade levels upon admission to the Center. Through the ungraded and remedial form of instruction, many were able to reach near the 8th grade level.

## PROGRAM DESCRIPTION

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### PROGRAM-EDUCATION (continued)

Through agreement with the Twin Bridges High School staff an exchange program of trading teachers was implemented which proved beneficial to both school programs. While the following information is not reflected in our budget, it does include State monies through the budget of the Department of Public Instruction, which consists of \$500.00, per year, per student, tuition payment, plus at least an equal amount per student through the AIB program plus the Interest and Income monies. A total of 107 Montana Children's Center students attended the Twin Bridges High School last school year. School District #7 was paid with State monies for 96 of these students.

The major objectives of the Montana Children's Center Title I Grade School Project were to provide remedial math, reading, and guidance to students shown to be deficient in the academic areas and having social and behavioral problems. Its past history clearly pointed out the fact that most students were severely academically retarded, the thrust of the program was directed at these three areas. Project personnel hoped to get students on or near grade ability level and to discourage unacceptable school behavior.

#### Specific Program Components

##### 1. Remedial Reading

- a. 66 (different times, different areas)
- b. Vocabulary skills improved, vocabulary appreciation showed little improvement due to group living situation. (PRAT test scores (participants tested minimal six months below grade level). Approximately 45 students tested one year below grade level. Greatest effort was expended on improvement of vocabulary, word meaning and use. Language usage and comprehension proved the greatest barrier to advancement in reading skills.
- c. Marked improvement in social adjustment; especially those who stayed in the program a longer period of time.
- d. Definite changes of attitude resulted. There is still a very limited interest in reading for pleasure, but more curiosity concerning environment and associations was aroused.

## PROGRAM DESCRIPTION

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### PROGRAM-EDUCATION (continued)

- e. Remedial and correctional reading scheduled in conjunction with and as a supplement to the regular reading program. Newspapers and high interest, low level, books used to motivate extra reading. All reading through individualized and personal ability projects with use of special equipment. Equipment used included Craig Readers, Sullivan Books Read-Meter, Tachist-O-Scope, Tachist-O-Flasher, Film Strips, and other available materials.
  - f. All pupils remaining in the program for at least 30 weeks of continuous individualized help showed an average eight months minimal gain. Due to the fluctuation in enrollment and release, pupil evaluation is often made by teacher judgement (including conferences with regular classroom teachers) as well as laboratory testing methods.
2. Remedial Mathematics
- a. There were 53 students involved in the remedial math program.
  - b. Since a large number of students were very low in basics, they made good progress. Some made as much as one year's advancement. The remedial math program was based on individualized activities. This method of instruction seemed to increase interest and helped students to achieve a sense of accomplishment. Graphs, games, models, puzzles, Craig Reader, films, and etc., were used.
  - c. Due to the rapid turnover of our students, pupil evaluation in most cases is made by teacher judgement. Generally, significant gains were made. Most important is their attitude toward learning which improved greatly. Because of the change of attitude toward school and math, the classroom teachers noticed a positive change.
3. Guidance and Counseling
- a. Fourteen students were involved in psychological evaluation. The Wechsler was given and after the results were determined, two of the youngsters were referred to Social Service. The other 12 were programmed for Special Education.

## PROGRAM DESCRIPTION

### PROGRAM-EDUCATION (continued)

- b. Social Service referred the students involved to the Little Mental Health Clinic. The evaluations and recommendations made by the Little Mental Health Clinic helped the Guidance Department plan a better program for the students.
- c. The Guidance Department uses two diagnostic tests in planning a program for the students. Two forms of the Iowa Basic Skills Test and the Wide Range Achievement Test are used in planning and placing the student. The educational program is set up and determined to great extent by the results of the tests given to the students. Light's students were involved in the testing program to collect evaluative data.

The funding of a \$65,000.00 Grant for an Exemplary Cooperative Vocational Education Program which included all of our high school students plus all of our elementary students here at the Montana Children's Center. This is a wide range curriculum geared towards a more meaningful and interesting program which allows our youngsters to excel and achieve in areas which could well induce them to continue into community based Vo-Tech Centers throughout the state.

<u>PERFORMANCE INDICATORS</u> <u>FACTORS</u>	<u>.....Fiscal Years.....</u>		<u>TREND</u>
	<u>1971-1972</u>	<u>1972-1973</u>	
Cost of Program	\$91,626.00	\$96,914.29	\$+4,388.29
*Reason for increase: See Program Cost Summary			
8th Grade Graduates	48	35	-13
Average daily Attendance	55.2	62.3	+ 7.1

# PROGRAM COST SUMMARY

PROGRAMS	1971-72	1972-73	Increase (Decrease)
Administration	45,485	48,548	3,063
Counseling & Guidance	318,626	320,586	1,960
General Services & Physical Plant	297,491	296,325	(1,166)
Education	<u>91,626</u>	<u>96,014</u>	<u>4,388*</u>
Total All Programs	<u>753,228</u>	<u>761,473</u>	<u>8,245</u>
Personal Services	595,163	604,740	9,571
Operating Expenses	154,389	155,102	713
Equipment	<u>3,676</u>	<u>1,631</u>	<u>(2,045)</u>
	<u>753,228</u>	<u>761,473</u>	<u>8,245</u>
Funding:			
General Fund	720,513	738,427	17,914
Federal & Private Revenue	<u>32,715</u>	<u>23,046</u>	<u>(9,669)</u>
Total Funding	<u>753,228</u>	<u>761,473</u>	<u>8,245</u>

\*Represents normal salary increases.

ANNUAL REPORT  
OF  
EASTMONT TRAINING CENTER

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TO THE  
GOVERNOR OF MONTANA  
HONORABLE THOMAS L. JUDGE

---

for the  
Fiscal Year Ended  
June 30, 1973

EASTMONT TRAINING CENTER  
Box 1383  
Glendive, Montana 59330

September 24, 1973

The Honorable Thomas L. Judge  
Governor of the State of Montana  
State Capitol Building  
Helena, Montana

Dear Governor Judge:

In accordance with the requirements of Section 82-4002, R.C.M. 1947, there is herewith transmitted to you the report of Eastmont Training Center covering the fiscal year ending June 30, 1973.

We are proud that we have completed another successful year of operation and the major accomplishments listed in our report. We feel that our program is providing a necessary service to the mentally retarded children in the State of Montana.

Sincerely,

A handwritten signature in cursive script, reading "Gerald F. Butcher", with a horizontal line extending to the right.

Gerald F. Butcher  
Superintendent



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PRINCIPAL OFFICES AND OFFICERS

---

DEPARTMENT OF INSTITUTIONS  
1236 E. 6th Ave., Helena

Edwin G. Kellner	Director
Lawrence E. D'Arcy	Deputy Director
Thomas L. Gooch	Administrator, Centralized Services Division
John G. Thomas	Administrator, Community Services Division
Geraldine C. Strong	Administrator, Reimbursement Division

EASTMONT TRAINING CENTER  
Little Street, Glendive

Gerald F. Butcher	Superintendent
Marilyn Gerdon	Supervisor, Education & Rehabilitation Department
Janice Simpson	Supervisor, Care & Custody Department
John H. Harbig	Supervisor, Maintenance Department

BOARD OF INSTITUTIONS

OFFICER	TERM OF OFFICE	HOME ADDRESS
Willis M. McKeon, Chairman	1-9-73 - 1-3-77	425 S. 1st Ave. W., Malta
Richard V. Bottomly, Member	7-2-69 - 7-1-74	1101 11th N.S., Great Falls
John M. Cross, Member	7-1-70 - 7-1-75	1510 E. Ames Wye, Glendive
Floyd C. Hamilton, Member	7-8-71 - 7-1-76	East of Livingston
John W. Strizich, M.D., Member	7-31-73 - 1-3-77	1500 Cannon, Helena

GENERALLY

The statutes relating to the establishment and operation of Eastmont Training Center are contained in Sections 80-2310 to 80-2312 of the R. C. M. 1947 as amended. The Center was established by the Extraordinary Session House Bill Number 13 by the 40th Legislative Session and Senate Bill Number 9 by the 41st Legislative Session.

## PRINCIPAL GOALS

---

Eastmont Training Center exists to provide services and training for moderately and mildly retarded children between the ages of 6 and 17 years for the State of Montana. The program is designed to provide training in academics, perceptual development, home living, recreation-physical education, speech therapy, pre-vocational, and social awareness to the participants in a 5-day week program to continue family and community ties. The end result of this training is that hopefully the students will remain at home in their communities as productive members of society, rather than be institutionalized the rest of their lives. The Center must coordinate with all community groups and agencies, while embarking on a public education program, and will encourage development of programs for the mentally retarded in communities.

## MAJOR ACCOMPLISHMENTS DESCRIBED

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1. Reverted \$14,994 to the General Fund.

The Center reverted 6.85% of its allocated budget while expanding its program operation and improving the facilities. Even though food costs rose the cost per meal for our program decreased.

2. Revised Accounting System to comply with Statewide Budgeting System.

The Center has completely revised our accounting system to comply with SBAS, which has substantially reduced the accounting clerk's workload. The system provides for accurate accounting records, as well as up to date information concerning the fiscal operation of the program.

3. Garage-Storage Building constructed.

A garage-storage building was completed and is in use. This has allowed us to expand our classroom activities in the cottages utilizing the space made available.

4. Funds to construct a Multi-Purpose Building appropriated.

The 1973 Legislature appropriated \$200,000 to construct a multi-purpose building at Eastmont. This construction will provide adequate space for classroom and recreation activities in a central location.

5. Assisted the local Association for Retarded Children with Special Olympics.

The Center staff and equipment were used to assist the local Association for Retarded Children in hosting a Regional Special Olympics event and for taking 40 children to Butte for the Montana State Special Olympics.

6. Gross Motor Development Area completed.

The gross motor development area was completed and the students were able to benefit from it in September, 1973.

7. Newsletter initiated.

We have initiated a newsletter which is sent to parents, interested groups and other agencies on a bi-monthly basis to disseminate information concerning the Center's operation and the developmentally disabled. One hundred and thirty copies are sent each mailing.

8. Resident Population placed.

Of the 32 resident beds available, 9 children have been placed in other programs, which provided a 28% turnover of resident population.

9. Increased Grandparent staff.

Three additional Foster Grandparents have been hired full time increasing the total to 13.

10. Training programs increased.

The introduction of 13 additional personnel (grandparents) has increased the number of training programs 39%, thereby creating greater individual attention to specific learning disabilities.

11. New students percentage.

During the 1972-73 academic year, 17.2% of the maximum classroom enrollment of 30 children were new students.

12. Respite Care offered.

A 7-day respite care program was operated with 12 students in attendance to provide parents temporary relief in the care of a retarded individual. No admission requirements were enforced.

## PROGRAM DESCRIPTION

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### PROGRAM -- ADMINISTRATION

#### GOAL

Provide effective fiscal management, coordination of programs, day-to-day administration and cooperation with other agencies and the general public for effective operation of the Center.

#### OBJECTIVES

Increase the administration staff's knowledge of fiscal management and administration of the Center's overall program through experience, workshops, and cooperation with other agencies. Keep the public informed through speeches, news media, workshops, and tours.

#### ACHIEVEMENTS

An Open House was held in June for communities in eastern Montana. The bookkeeper received extensive training in the new statewide budgeting and accounting system, and has completely revised our accounting system to comply with the system, which has substantially relieved the accounting workload.

The Center has been very active in supporting the Sheltered Workshop and the Developmental Disabilities Council in Region V.

The Center has established a good working relationship with the communities and is providing public education through speeches, tours, workshops and the news media.

Establishment of Special Education classes in the communities have been promoted by the staff at the Center and children are placed in classes as they begin operation.

#### PERFORMANCE INDICATORS

	<u>70-71</u>	<u>71-72</u>	<u>72-73</u>
Cost	\$26,716.00	\$26,974.00	\$28,034.03
Average Daily Resident Statutory Per Capita Cost Per Student	11.66	14.66	18.86
Average Daily Day Training Statutory Per Capita Cost Per Student		4.63	4.54
Average Yearly Resident Per Capita Cost Per Student		3,679.69	4,638.64
Average Yearly Day Training Per Capita Cost Per Student		894.00	834.96
Ratio of Average Daily Attendance to Full Time Employees	1.56 to 1	1.57 to 1	1.43 to 1

## PROGRAM DESCRIPTION

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### PROGRAM -- CARE AND CUSTODY

#### GOAL

Provide the best possible personal care for children in cottage life and training to develop acceptable social and living skills in an effort to make the children more independent so that they may live in the community.

#### OBJECTIVES

Increase staff knowledge in the field of mental retardation, provide the highest possible level of personal care, effectively utilize behavior modification techniques, provide training in acceptable social and daily living habits by requiring their usage at the Center, and stress safety and independent living skills.

#### ACHIEVEMENTS

Two LPN's were employed for evening and night shift to better maintain child health care and offer supervision of medications.

One relief attendant counselor and cook's helper were hired to maintain present staff and existing programs when employees are absent.

Two NYC girls and one PEP girl worked for 6 weeks during the summer session to learn job responsibilities and good work habits.

We established emergency medical data on all students which is available around the clock to assure medical information is always available.

The registered nurse met with parents during parent visitations to insure better health habits, i.e., nutritional, toilet training.

Utilization of grandparents for more individualized training and personal grooming skills, table manners, brushing teeth, combing hair, bathing.

Seven day respite care program was started--12 students were served--offering temporary parent relief. Most individuals served were not partaking in our regular summer or winter programs.

Changed nurse's office to a larger area allowing for an examining table and installed a small laboratory refrigerator for medications.

Care and Custody supervisor attended first workshop related to public health and child assessment.

Walkie talkies were donated by Montana Women's Club to maintain communication between cottages after hours for safety reasons.



# PROGRAM DESCRIPTION

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## PERFORMANCE INDICATORS

	<u>70-71</u>	<u>71-72</u>	<u>72-73</u>
Cost	\$66,796.00	\$67,806.00	\$73,482.72
Total Children Enrolled, winter term	32	32	40
Total Day Training Children Enrolled winter term	8	8	11
Total Children Enrolled, summer term	32	27	32
Total Day Training Children, summer	12	0	0
Average Daily Attendance	34.36	36.12	35.87
Average Daily Enrollment	----	39.00	41.45

## PROGRAM DESCRIPTION

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### PROGRAM -- EDUCATION AND REHABILITATION

#### GOAL

Increase each child's ability and knowledge to enable them to interact as productive members of society.

#### OBJECTIVES

Provide students intensive training in academics, language development, gross motor development, fine motor development, home living skills and social awareness skills and pre-vocational training.

Insure parental involvement through observation days, quarterly report cards, home visitations and parent group meetings.

Continued evaluation of students' progress by yearly psychological evaluations and programming changes to meet the needs of each student.

Involvement of staff in further knowledge of the developmentally disabled.

Maintenance of current medical records, staff library and children's library.

Providing public education through speaking engagements, Center newsletter and utilization of public volunteers program.

#### ACHIEVEMENTS

The education program structure has been changed as needed to provide the maximum learning experience for each student.

Report cards are sent to the parents on a quarterly basis.

Follow-up evaluations have been given on each student in attendance.

Approximately 20 new students were evaluated during the academic year for future placement in the Center program or placement in their home community.

The parents and foster parents were scheduled for one or more days of observation of their child in the Center program.

Medical records continue to be maintained and updated.

The pre-vocational training program continues to be upgraded for the benefit of those students who will soon be leaving the Center program.

The children's library has been expanded by purchase of new books and has been placed in a more convenient setting for use of children, staff and foster grandparents.

The students participated in a story hour at the public library one day each week during the academic year.

Through weekly sessions with the speech therapist the students have increased and maintained verbal ability.

Staff continues to attend state conferences concerning the developmentally disabled to increase their knowledge and skills.

PROGRAM DESCRIPTION

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PERFORMANCE INDICATORS

	<u>70-71</u>	<u>71-72</u>	<u>72-73</u>
Cost	\$57,406.00	\$70,280.00	\$70,136.75
Student-Teacher Ratio	14-1	15-1	15-1
Student-Teacher & Aide Ratio	7-1	7½-1	7-1
Psychological Evaluations	46	44	17
Behavior Modification Programs	67	67	156
Student Observations & Evaluations	31	32	20
Waiting List	15	10	4
Speech & Therapy Sessions	348	362	2,870

## PROGRAM DESCRIPTION

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### PROGRAM -- GENERAL SERVICES AND PHYSICAL PLANT

#### GOAL

Provide an efficient and adequate diet in food service, maintain a workable system of controlled ordering and receiving supplies and materials. Maintain and provide adequate storage areas. Maintain buildings, grounds and equipment in a superior manner and provide as safe and efficient operation as possible.

#### OBJECTIVES

Maintain and improve grounds, buildings and equipment in a superior and acceptable manner. Serve well-balanced meals at lowest possible cost. Maintain record of all equipment and supplies to assure that inventory control and economical operation are being accomplished.

#### ACHIEVEMENTS

Construction of a garage-storage building.

A donated intercom and paging system has been installed and is in operation.

A gross motor development area has been built and equipment installed.

Meal costs have been reduced from 24¢ to 23¢ per meal.

One EEA maintenance man is being trained and three are working at other jobs as a result of this program.

The Center helped train five NYC students and one PEP student during the summer.

We have attained adequate street lighting.

Additional donated sprinkler system has been put into operation for efficient watering of the grounds.

#### PERFORMANCE INDICATORS

	<u>70-71</u>	<u>71-72</u>	<u>72-73</u>
Cost	\$15,602.00	\$29,579.00	\$31,493.20
Work Orders Processed	206	522	737
Work Orders Pending	0	43	7
Meals Served	21,069	25,008	25,370
Cost Per Meal	28¢	24¢	23¢

PROGRAM COST SUMMARY

	<u>FY-1972-73</u>	<u>FY-1971-72</u>	Increase (Decrease)
Administration	\$ 28,034	\$ 26,974	\$ 1,060
Care & Custody	73,483	67,806	5,677
General Services & Physical Plant	31,493	29,576	1,917
Education & Rehabilitation	<u>70,137</u>	<u>70,280</u>	<u>(143)</u>
TOTAL PROGRAMS	<u>\$203,147</u>	<u>\$194,636</u>	<u>\$ 8,511</u>

Personal Services	\$169,738	\$161,879	\$ 7,859
Operating Expenses	30,478	29,745	733
Equipment	<u>2,931</u>	<u>3,012</u>	<u>(81)</u>
TOTAL BY CATEGORY	<u>\$203,147</u>	<u>\$194,636</u>	<u>\$ 8,511</u>

General Fund	\$204,205	\$197,905	\$ 6,300
Federal & Private Revenue Fund	<u>14,523</u>	<u>26,739</u>	<u>(12,216)</u>
TOTAL FUNDING	<u>\$218,728</u>	<u>\$224,644</u>	<u>\$(5,916)</u>



ANNUAL REPORT  
OF  
GALEN STATE HOSPITAL

TO THE  
GOVERNOR OF MONTANA

HONORABLE THOMAS L. JUDGE

FOR THE  
FISCAL YEAR ENDED  
JUNE 30, 1973

The Honorable Thomas L. Judge  
Governor of the State of Montana  
State Capitol Building  
Helena, Montana

Dear Governor Judge:

In accordance with the requirements of Section 82-4002, R.C.M. 1947, there is herewith transmitted to you the report of Galen State Hospital covering the fiscal year ended June 30, 1973:

Major accomplishments during the year include:

Completed Procedure and Nursing Service  
manuals;

Completed a Drug Formulary;

Reorganized the Central Supply and inven-  
tory setup in the Nursing Department.

Respectfully submitted,



A. C. Knight, M.D.  
Superintendent



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PRINCIPAL OFFICES AND OFFICERS

---

DEPARTMENT OF INSTITUTIONS

1236 E. 6th Ave., Helena

Edwin G. Kellner  
Lawrence E. D'Arcy  
Thomas L. Gooch  
John G. Thomas  
Geraldine C. Strong

Director  
Deputy Director  
Administrator, Centralized Services Division  
Administrator, Community Services Division  
Administrator, Reimbursement Division

GALEN STATE HOSPITAL

RFD #1 - Galen  
Deer Lodge, Montana

Arthur C. Knight, M.D.  
Everett E. Logan

Superintendent  
Administrator

BOARD OF INSTITUTIONS

OFFICER

TERM OF OFFICE	HOME ADDRESS
Willis M. McKeon, Chairman 1-9-73 - 1-3-77	425 S. 1st Ave. W., Malta
Richard V. Bottomly, Member 7-2-69 - 7-1-74	1101 11th N.W., Great Falls
John M. Cross, Member 7-1-70 - 7-1-75	1510 E. Ames Wye, Glendive
Floyd C. Hamilton, Member 7-8-71 - 7-1-76	East of Livingston
John W. Strizich, M.D., Member 7-31-73 - 1-3-77	1500 Cannon, Helena

## LEGAL REFERENCES

### GENERALLY

The statutes covering the functions of the hospital are, for the most part, contained in Sections 80-1700 and 69-4300 of the Revised Codes of Montana.

Operating policies necessary to administer statutory requirements are contained in the Department of Institutions Directives and the Policy Manual.

### SPECIAL

#### MENTALLY RETARDED PROGRAM

The first patients under this program were transferred to Galen in July, 1962 and the program received legislative approval from the 1963 legislature.

#### CARE OF AGED PROGRAM

This program received legislative approval in 1967, with the transfer of patients from Warm Springs State Hospital, beginning in October, 1967.

#### ALCOHOLISM SERVICES CENTER PROGRAM

This program received legislative approval in 1969. The patient transfer took place in July, 1969. The therapeutic part of the program only was transferred from Warm Springs State Hospital, but remained under the supervision of that hospital.

### PRINCIPAL GOALS

Provide effective care, treatment and rehabilitation to patients with chest diseases, particularly tuberculosis and silicosis, the mentally retarded, the aged and alcoholics.

## MAJOR ACCOMPLISHMENTS

### 1. Completed Procedure and Nursing Service manuals

The necessity for manuals had been mentioned many times by inspectors for accreditation and licensing. Both were completed during the year and have been helpful in upgrading patient care.

### 2. Put together a Drug Formulary

The completion of this project has proven to be very helpful to the doctors and nursing staff. It has reduced the time required to determine just what drugs are available in our Pharmacy for treatment of various ailments.

### 3. Reorganized the Central Supply and Inventory Setup in the Nursing Department

Many of the items stocked in various parts of the hospital were placed in a Central Supply Department in the Nursing Department. This has made it possible to reduce the overall stock in many instances and in addition has reduced costs by eliminating waste. In other words, better control has resulted.

# PROGRAM INVENTORY AND COST ANALYSIS SUMMARY

	1972-73	1971-72	Increases (Decreases)
PROGRAM			
Administration	\$ 132,884	\$ 112,416	\$ 20,468
Care & Treatment	924,306	909,756	14,550
General Services & Physical Plant	1,019,149	887,955	131,194
	<hr/>	<hr/>	<hr/>
TOTAL PROGRAMS	<u>\$2,076,339</u>	<u>\$1,910,127</u>	\$ <u>166,212</u>
Personal Services	\$1,726,522	\$1,559,276	\$ 167,246
Operating Expenses	336,494	341,184	(4,690)
Equipment	13,323	9,667	3,656
	<hr/>	<hr/>	<hr/>
TOTAL BY CATEGORY	<u>\$2,076,339</u>	<u>\$1,910,127</u>	\$ <u>166,212</u>
GENERAL FUND	\$2,074,507	\$1,909,497	\$ 165,010
AGENCY FUND	1,832	630	1,202
	<hr/>	<hr/>	<hr/>
TOTAL FUNDING	<u>\$2,076,339</u>	<u>\$1,910,127</u>	\$ <u>166,212</u>

## PROGRAM DESCRIPTION AND PERFORMANCE ANALYSIS

### PROGRAM - ADMINISTRATION

#### GOAL

Effectively utilize all personnel and financial resources in an effort to return patients to society in a timely manner.

#### OBJECTIVES

Coordinate the activities of all programs and provide effective administration of day to day operations, including proper fiscal control, personnel management and general supervision of the Hospital.

#### ACHIEVEMENTS

Maintained an excellent medical program and at a cost within the limits set up by the Legislature.

### PROGRAM - CARE AND TREATMENT

#### GOAL

Provide the necessary care and medical treatment to restore patients' health.

#### OBJECTIVES

Effectively administer all medical treatment.

Re-educate the citizens of the state about the true public health aspects of chest disease.

Provide comfortable, pleasant patient care and continually emphasize patient rehabilitation.

#### ACHIEVEMENTS

Put together a drug formulary.

Reorganized the Central Supply and inventory setup.

Completed Procedure Manual for Nursing Department

Completed Nursing Service Manual for Nursing Department.

## PROGRAM - GENERAL SERVICES AND PHYSICAL PLANT

### GOAL

Provide effective management of: food service, laundry facilities, heat and power facilities and property.

### OBJECTIVES

Effectively utilize existing facilities by providing a continuing maintenance program, proper inventory control and efficient use of staff members.

Provide well-balanced, nutritious meals for patients.

### ACHIEVEMENTS

Maintained our buildings and grounds the best possible with funds which were available. Attempted to provide our patients with well-balanced, nutritious meals.



ANNUAL REPORT  
OF THE  
MOUNTAIN VIEW SCHOOL

TO THE  
GOVERNOR OF MONTANA  
HONORABLE THOMAS L. JUDGE

FOR THE  
FISCAL YEAR ENDED  
JUNE 30, 1973



STATE OF MONTANA  
*MOUNTAIN VIEW SCHOOL*

ROUTE 1, BOX 60  
HELENA, MONTANA 59601

EDWIN G. KELLNER - - DIRECTOR OF INSTITUTIONS

DONALD P. ROBEL - - SUPERINTENDENT

September 20, 1973

The Honorable Thomas L. Judge  
Governor  
State of Montana  
Helena, Montana 59601

Dear Governor Judge:

In accordance with the requirements of Section 82-4002, R. C. M. 1947, there is herewith transmitted to you the report of the Mountain View School covering the fiscal year ended June 30, 1973.

Major accomplishments during the year include:

A correctional institution's success or failure is frequently based on its recidivist rate, average length of stay, and its average daily population. The Mountain View School reached a statistical success during the 1972-73 fiscal year that I did not believe to be possible at this time.

Four years ago the recidivist rate at the Mountain View School was a very low 15.4%. Each subsequent year the recidivist rate has been reduced even further with a rate of only 10.2% reported for the 1971-72 fiscal year. During the 1972-73 fiscal year the Mountain View School recidivist rate was again reduced to a record low of 6.4%.

The average length of stay for girls was also reduced from 10.6 months in the 1971-72 fiscal year to 9 months during the 1972-73 fiscal year.

The average daily population was reduced from 65 girls in the 1971-72 fiscal year to 59 girls during the 1972-73 fiscal year. This average daily population reduction is directly related to the low recidivist rate and the reduced average length of stay.

A significant reduction in the recidivist rate, average length of stay, and the average daily population all in one fiscal year is a major accomplishment. To accomplish this during a year when the Mountain View School received a record high number of commitments (57 regular commitments and 22 girls committed for a 30 to 60 day evaluation period) is beyond all reasonable expectations. It should also be mentioned that

the girls committed for the short term evaluation period were not included in the recidivist rate or average length of stay. If included, these two rates would have been reduced to even a lower percentage. To surpass or even maintain the Mountain View School 1972-73 success rate will be a most difficult job.

Respectfully submitted, .

A handwritten signature in dark ink, appearing to read "Donald P. Robel", written in a cursive style.

Donald P. Robel  
Superintendent

DPR:ns  
Enclosure

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## PRINCIPAL OFFICES AND OFFICERS

---

### DEPARTMENT OF INSTITUTIONS 1236 E. 6th Ave., Helena

Edwin G. Kellner	Director
Lawrence E. D'Arcy	Deputy Director
Thomas L. Gooch	Administrator, Centralized Services Division
John G. Thomas	Administrator, Community Services Division
Geraldine C. Strong	Administrator, Reimbursement Division

### MOUNTAIN VIEW SCHOOL 2260 Sierra Road East Helena, Montana

#### PRINCIPAL OFFICERS

Donald P. Robel	Superintendent
Fred M. Swain	Business Manager
Raymond D. Ridle	Director of Education and Training
Allan V. Davis	Director of Social Services
Stuart L. Marshlain	Director of Group Life

#### BOARD OF INSTITUTIONS

##### OFFICER

TERM OF OFFICE	HOME ADDRESS
Willis M. McKeon, Chairman 1-9-73 - 1-3-77	425 S. 1st Ave. W., Malta
Richard V. Bottomly, Member 7-2-69 - 7-1-74	1101 11th N. S., Great Falls
John M. Cross, Member 7-1-70 - 7-1-75	1510 E. Ames Wye, Glendive
Floyd C. Hamilton, Member 7-8-71 - 7-1-76	East of Livingston
John W. Strizich, M.D., Member 7-31-73 - 1-3-77	1500 Cannon, Helena

## LEGAL REFERENCES

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### GENERALLY

The Mountain View School, established by law in 1919 is provided for in Section 80-1410, and Sections 80-2202 through 80-2213, Revised Codes of Montana, 1947.

The Mountain View School operates under the administrative directives and policies as provided by the Department of Institutions.

## PRINCIPAL GOALS

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The Mountain View School has as its primary function the care, education, training, treatment and rehabilitation of girls under twenty-one (21) years of age who are committed to the School by a court as provided by law.

## MAJOR ACCOMPLISHMENTS

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### MOUNTAIN VIEW SCHOOL

#### ADMINISTRATION

#### CARE AND CUSTODY

#### EDUCATION AND TRAINING

#### GENERAL SERVICES AND PHYSICAL PLANT

During the 1972-73 fiscal year, the Mountain View School recidivist rate was reduced to 6.4%; the average length of stay was reduced to nine months; and the average daily population was reduced to 59 girls.

These major accomplishments are not the result of any one Mountain View School Department or specific individual but rather to the work of all departments, and individual Mountain View School staff members. Through the efforts of all departments, the daily care and treatment of the Mountain View School student has continued to improve each year.

These major accomplishments are also not the result of the Mountain View School alone, but are also related directly to the guidance, assistance, and supervision received from the Department of Institutions; the assistance and cooperation received from the Division of Aftercare Services, the Juvenile Courts, Schools, and the many other state or private agencies. It is also directly related to the assistance and understanding received from the Department of Administration and the Legislature in providing the Mountain View School with an adequate operating budget and the necessary physical plant.



## PROGRAM DESCRIPTIONS

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### PROGRAM - ADMINISTRATION

#### GOAL

Continued efficiency and proper utilization of staff members directed toward the safety and rehabilitation of each girl. Recruitment and retainment of qualified personnel with emphasis on formal education and in-service training programs will continue to be a major goal. The ultimate goal is to provide the required level of services for each child as efficiently as possible and to maintain or hopefully reduce the student population.

#### ACHIEVEMENTS

The Administration Department has continued to work toward better purchasing and inventory control and to coordinate our accounting methods with the statewide budgeting and accounting system. A treatment program based on the individual needs of each child has continued to be stressed. Not to allow the Mountain View School student population to increase has again been achieved despite the increase in the number of commitments.

PERFORMANCE INDICATORS

<u>ADMINISTRATION</u>	<u>FISCAL YEARS</u>		
	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>
Average daily population	69	65	59
Average daily population during the month of May	78	81	80
New Commitment rate	59	56	57
Committed for 30 to 60 day evaluation		5	22
Committed for temporary care (2 or 3 days)		7	1
Recidivist rate (violators)	11.4%	10.2%	6.4%
Average length of stay (months)	9.78	10.6	9.0
Ratio of average daily population to full time employees (all staff at the Mountain View School)	1.19/1	1.33/1	1.07/1
Annual per capita costs	\$5,975.00	\$6,428.12	\$7,157.65
Daily per capita costs	\$ 16.37	\$ 17.61	\$ 19.61
In-service training for all Mountain View School staff			
On-Campus (No. of programs)	5	6	45
Off-campus (No. of individuals)	8	12	29
No. of Department Head staff meetings with Superintendent	35	40	40
No. of Progress Board meetings with all departments to discuss individual student programing (½ day sessions)	52	52	52
Percentage of students participating in off-campus program	100%	100%	100%
Estimated No. of students off campus trips to town	1500	1600	1900
Number of claims processed	1143	1074	958
Number of requisitions processed	131	95	77
Number of student account checks issued	783	771	798
Amount of federal funds received	\$91,680.43	\$27,779.48	\$33,883.00

## PROGRAM DESCRIPTIONS

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### PROGRAM - CARE AND CUSTODY

#### GOAL

To improve the required and necessary diagnosis, care, training and rehabilitation of each girl within the capabilities of available staff members and physical plant facilities.

#### ACHIEVEMENTS

A more relaxed atmosphere of the institution in general due to a better understanding of individual problems. More consistency in treatment of each child due to improved communications. More responsibility being placed on the student to improve her behavior as opposed to hard fast, standard rules for all students.

Efforts have been made to familiarize the Social Service Department more completely with the total picture through more contact with outside agencies and the girls' families. Unifying the efforts of all persons and agencies dealing with the student has been emphasized. This emphasis on awareness of the total situation has made institutional treatment and post-institutional planning more satisfactory to meet the individual girl's needs.

# PERFORMANCE INDICATORS

<u>CARE AND CUSTODY</u>	<u>FISCAL YEARS</u>		
	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>
Estimated number of runaways from the school grounds	42	30	40
Estimated number apprehended	39	30	40
Number of students placed in detention facility, includes new students	339	331	370
Number of students days spent in detention facility, includes new students	815	532	556
Number of fire drills in cottages	20	11	16
Number of student trips to Helena for medical reasons	299	267	412
Number of student trips to Helena for dental reasons	237	202	142
Number of students hospitalized in Helena hospitals for illness	14	0	2
Number of students in Helena hospitals for surgery	10	5	4
Number of students x-rayed in Helena hospitals as out patients	8	5	3
Number of student glasses purchased	50	24	37
Number of students taken to out of town specialized doctors	9	1	1
Average caseload per caseworker	25.2	23.5	21.3
Average caseload during the month of May	27.7	29	27
Percentage of students receiving at least one vacation	100%	100%	100%
Number of girls placed	87	72	79
Number of formal meetings between case-workers and Education Dept.	74	81	104
Number of formal meetings between case-workers and Group Life Dept.	66	36	36

<u>CARE AND CUSTODY</u>	<u>FISCAL YEARS</u>		
	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>
Number of Social Service staff meetings (two hour sessions)	50	55	52
Number transferred to Warm Springs State Hospital for short term evaluation and/or treatment	2	0	3
Number of psychological evaluations completed by Mountain View School part-time psychologist	57	59	67

## PROGRAM DESCRIPTIONS

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### PROGRAM - EDUCATION AND TRAINING

#### GOAL

To provide each child with an academic and/or vocational program which will result in achievement within her abilities and to provide guidance and aid in returning her to the community to successfully continue her education or find employment. This program to be oriented toward individual aid for each girl.

#### ACHIEVEMENTS

Full accreditation continues at Mountain View School. The continuous progress plan of individual instruction and learning by doing has resulted in gaining student interest and achievement.

The off-campus program has continued. Mountain View School girls have worked as teachers' aides and nursery school aides. Girls have also been nurses' aides at St. Peter's Hospital, the Masonic Home and Western Care Nursing Home. Two girls attended Carroll College as part-time special students, others attended C. E. P. and Helena Vo-Tech.

The traveling speech and basketball teams competed with regular public high school teams.

Mountain View School girls won first place for the best school exhibit at the Last Chance Fair and the drill team won first place in the Last Chance parade.

The speech team continued to win tournament awards as well as second place in the Voice of Democracy contest.

# PERFORMANCE INDICATORS

<u>EDUCATION &amp; TRAINING</u>	<u>FISCAL YEARS</u>		
	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>
Percentage of students tested			
Intelligence Tests	97%	100%	100%
Reading Tests	100%	100%	100%
Number of classes offered	40	41	42
Number of students completing Vocational programs	58	57	62
Number of students participating in Off campus work study training (part time)	27	26	32
Number of students participating in off campus Upward Bound Program	7	4	6
Number of student and Assistance Teachers (Volunteers)	16	15	12
Number of experimental programs initiated or continued with Federal funding	6	6	9
Number of students who graduated from the Mountain View School or received the G.E.D.	5	12	12

## PROGRAM DESCRIPTIONS

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### PROGRAM - GENERAL SERVICES AND PHYSICAL PLANT

#### GOAL

To improve the living conditions within the cottages; economical but nutritious meals; improved safety and security but in a relaxed, open program.

#### ACHIEVEMENTS

The hiring of a painter for the summer months to paint the exterior of the cottages. No serious accidents. One potentially serious fire set by a student but brought under control immediately. Carpet in all cottages, drapes in all cottages including each girl's room. Remodeling and repainting of dayrooms in Maple Cottage. Shower facilities moved from cold, damp basement of Spruce Cottage to first floor. Remodeling of Social Service Department's offices. Generators obtained and foundation laid for emergency power system for entire institution. Rewiring of portions of Maple and Spruce Cottages. Improved care and landscaping of institution grounds including new lighting at gate area. Nutritious meals with a slight decrease in cost.



# PERFORMANCE INDICATORS

<u>GENERAL SERVICES AND PHYSICAL PLANT</u>	<u>FISCAL YEARS</u>		
	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>
Number of fires at Mountain View School	0	0	1
Number of serious accidents at Mountain View School	1	0	0
Number of buildings at Mountain View School	10	10	10
Number of work orders processed	1460	1498	1600
Mileage put on cars used for off-campus programs, searching for runaways, returning violators, etc.	81,267	77,128	78,360
Number of meals served	82,790	79,731	71,994
Cost per meal	.26	.24	.23

PROGRAM COSTS BY OBJECT OF  
EXPENDITURE AND SOURCE OF FUNDING

1972-73 FISCAL YEAR

SUMMARY OF ALL PROGRAMS

OBJECT OF EXPENDITURE	
PERSONAL SERVICES . . . . .	\$ 436,271
OPERATIONS. . . . .	122,039
EQUIPMENT . . . . .	6,464
CAPITAL . . . . .	128
TOTAL EXPENDED . . . . .	<u>\$ 564,902</u>
SOURCE OF FUNDING	
GENERAL FUND. . . . .	\$ 505,631
FEDERAL AND PRIVATE REVENUE FUND. . . .	<u>59,271</u>
TOTAL FUNDING. . . . .	<u>\$ 564,902</u>

PROGRAM COSTS BY OBJECT OF  
EXPENDITURE AND SOURCE OF FUNDING

1972-73 FISCAL YEAR

P R O G R A M	<u>ADMINISTRATION</u>												
	OBJECT OF EXPENDITURE												
	<table> <tr> <td>PERSONAL SERVICES . . . . .</td><td style="text-align: right;">\$ 51,267</td></tr> <tr> <td>OPERATIONS. . . . .</td><td style="text-align: right;">10,947</td></tr> <tr> <td>EQUIPMENT . . . . .</td><td></td></tr> <tr> <td></td><td style="text-align: right;"><hr/></td></tr> <tr> <td>TOTAL EXPENDED . . . . .</td><td style="text-align: right;">\$ 62,214</td></tr> <tr> <td></td><td style="text-align: right;"><hr/><hr/></td></tr> </table>	PERSONAL SERVICES . . . . .	\$ 51,267	OPERATIONS. . . . .	10,947	EQUIPMENT . . . . .			<hr/>	TOTAL EXPENDED . . . . .	\$ 62,214		<hr/> <hr/>
PERSONAL SERVICES . . . . .	\$ 51,267												
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	<hr/> <hr/>												
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GENERAL FUND. . . . .	\$ 62,214												
FEDERAL AND PRIVATE REVENUE FUND. . . . .													
	<hr/>												
TOTAL FUNDING. . . . .	\$ 62,214												
	<hr/> <hr/>												

PROGRAM COSTS BY OBJECT OF  
EXPENDITURE AND SOURCE OF FUNDING

1972-73 FISCAL YEAR

P R O G R A M	<u>CARE AND CUSTODY</u>
	OBJECT OF EXPENDITURE
	<div> <div>PERSONAL SERVICES . . . . .</div> <div>\$ 202,395</div> </div> <div> <div>OPERATIONS. . . . .</div> <div>32,539</div> </div> <div> <div>EQUIPMENT . . . . .</div> <div></div> </div> <div> <div>TOTAL EXPENDED . . . . .</div> <div>\$ 234,934</div> </div>
	SOURCE OF FUNDING
	<div> <div>GENERAL FUND. . . . .</div> <div>\$ 225,414</div> </div> <div> <div>FEDERAL AND PRIVATE REVENUE FUND. . . .</div> <div>9,520</div> </div> <div> <div>TOTAL FUNDING</div> <div>\$ 234,934</div> </div>

PROGRAM COSTS BY OBJECT OF  
EXPENDITURE AND SOURCE OF FUNDING

1972-73 FISCAL YEAR

P R O G R A M	<u>EDUCATION AND TRAINING</u>												
	OBJECT OF EXPENDITURE												
	<table> <tr> <td>PERSONAL SERVICES . . . . .</td><td style="text-align: right;">\$ 96,889</td></tr> <tr> <td>OPERATIONS. . . . .</td><td style="text-align: right;">9,050</td></tr> <tr> <td>EQUIPMENT . . . . .</td><td style="text-align: right;">492</td></tr> <tr> <td></td><td style="text-align: right;"><hr/></td></tr> <tr> <td>TOTAL EXPENDED . . . . .</td><td style="text-align: right;">\$ 106,431</td></tr> <tr> <td></td><td style="text-align: right;"><hr/><hr/></td></tr> </table>	PERSONAL SERVICES . . . . .	\$ 96,889	OPERATIONS. . . . .	9,050	EQUIPMENT . . . . .	492		<hr/>	TOTAL EXPENDED . . . . .	\$ 106,431		<hr/> <hr/>
PERSONAL SERVICES . . . . .	\$ 96,889												
OPERATIONS. . . . .	9,050												
EQUIPMENT . . . . .	492												
	<hr/>												
TOTAL EXPENDED . . . . .	\$ 106,431												
	<hr/> <hr/>												
	SOURCE OF FUNDING												
	<table> <tr> <td>GENERAL FUND. . . . .</td><td style="text-align: right;">\$ 83,444</td></tr> <tr> <td>FEDERAL AND PRIVATE REVENUE . . . . .</td><td style="text-align: right;">22,987</td></tr> <tr> <td></td><td style="text-align: right;"><hr/></td></tr> <tr> <td>TOTAL FUNDING. . . . .</td><td style="text-align: right;">\$ 106,431</td></tr> <tr> <td></td><td style="text-align: right;"><hr/><hr/></td></tr> </table>	GENERAL FUND. . . . .	\$ 83,444	FEDERAL AND PRIVATE REVENUE . . . . .	22,987		<hr/>	TOTAL FUNDING. . . . .	\$ 106,431		<hr/> <hr/>		
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FEDERAL AND PRIVATE REVENUE . . . . .	22,987												
	<hr/>												
TOTAL FUNDING. . . . .	\$ 106,431												
	<hr/> <hr/>												

PROGRAM COSTS BY OBJECT OF  
EXPENDITURE AND SOURCE OF FUNDING

1972-73 FISCAL YEAR

P R O G R A M	<u>GENERAL SERVICES AND PHYSICAL PLANT</u>														
	OBJECT OF EXPENDITURE														
	<table> <tr> <td>PERSONAL SERVICES . . . . .</td><td style="text-align: right;">\$ 85,720</td></tr> <tr> <td>OPERATIONS. . . . .</td><td style="text-align: right;">69,503</td></tr> <tr> <td>EQUIPMENT . . . . .</td><td style="text-align: right;">5,972</td></tr> <tr> <td>CAPITAL . . . . .</td><td style="text-align: right;">128</td></tr> <tr> <td></td><td style="text-align: right;"><hr/></td></tr> <tr> <td>TOTAL EXPENDED . . . . .</td><td style="text-align: right;">\$ 161,323</td></tr> <tr> <td></td><td style="text-align: right;"><hr/><hr/></td></tr> </table>	PERSONAL SERVICES . . . . .	\$ 85,720	OPERATIONS. . . . .	69,503	EQUIPMENT . . . . .	5,972	CAPITAL . . . . .	128		<hr/>	TOTAL EXPENDED . . . . .	\$ 161,323		<hr/> <hr/>
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OPERATIONS. . . . .	69,503														
EQUIPMENT . . . . .	5,972														
CAPITAL . . . . .	128														
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TOTAL EXPENDED . . . . .	\$ 161,323														
	<hr/> <hr/>														
	SOURCE OF FUNDING														
	<table> <tr> <td>GENERAL FUND. . . . .</td><td style="text-align: right;">\$ 134,559</td></tr> <tr> <td>FEDERAL AND PRIVATE REVENUE FUND. . . . .</td><td style="text-align: right;">26,764</td></tr> <tr> <td></td><td style="text-align: right;"><hr/></td></tr> <tr> <td>TOTAL FUNDING. . . . .</td><td style="text-align: right;">\$ 161,323</td></tr> <tr> <td></td><td style="text-align: right;"><hr/><hr/></td></tr> </table>	GENERAL FUND. . . . .	\$ 134,559	FEDERAL AND PRIVATE REVENUE FUND. . . . .	26,764		<hr/>	TOTAL FUNDING. . . . .	\$ 161,323		<hr/> <hr/>				
GENERAL FUND. . . . .	\$ 134,559														
FEDERAL AND PRIVATE REVENUE FUND. . . . .	26,764														
	<hr/>														
TOTAL FUNDING. . . . .	\$ 161,323														
	<hr/> <hr/>														

PROGRAM INVENTORY AND COST SUMMARY

1972-73 FISCAL YEAR

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Administration . . . . .	\$ 62,214
Care and Custody . . . . .	234,934
Education and Training . . . . .	105,431
General Services and Physical Plant. . . . .	161,323
	<hr/>
TOTAL	\$ 564,902
	<hr/> <hr/>

# PROGRAM COST SUMMARY

PROGRAM	FISCAL YEAR COSTS		
	1971-72	1972-73	Increase (Decrease)
Administration	\$ 62,619	\$ 62,214	\$ (405)
Care and Custody	222,682	234,934	12,252 (1)
Education	94,698	106,431	11,733 (2)
General Services and Physical Plant	132,906	161,323	28,417 (3)
TOTAL PROGRAM	<u>\$ 512,905</u>	<u>\$ 564,902</u>	<u>\$ 51,997</u>
Personal Services	\$ 405,940	\$ 436,271	\$ 30,331
Operating Expense	98,033	122,039	24,005
Equipment	8,296	6,464	(1,832)
Capital		128	128
TOTAL OPERATING COSTS	<u>\$ 512,259</u>	<u>\$ 564,902</u>	<u>\$ 52,633</u>
TOTAL GRANTS	636		(636)
TOTAL BY CATEGORY	<u>\$ 512,905</u>	<u>\$ 564,902</u>	<u>\$ 51,997</u>
General Fund	\$ 490,559	\$ 505,631	\$ 15,072
Federal and Private Revenue	22,346	59,271	36,925
TOTAL FUNDING	<u>\$ 512,905</u>	<u>\$ 564,902</u>	<u>\$ 51,997</u>

(1) Much of the increase is due to purchasing supplies to use when Adair Cottage is opened.

(2) A large portion is because of expanded federal programs.

(3) A large portion is repairing cottages, and preparing Adair Cottage for use.



ANNUAL REPORT  
OF THE  
PINE HILLS SCHOOL  
MILES CITY, MONTANA

TO THE  
GOVERNOR OF MONTANA  
THE HONORABLE THOMAS L. JUDGE

FOR THE  
FISCAL YEAR ENDED  
JUNE 30, 1973



September 28, 1973

The Honorable Thomas L. Judge  
Governor of Montana  
Capitol Building  
Helena, Montana 59601

Dear Governor Judge:

In accordance with the requirements of Sections 82-4001 and 82-4002, Revised Codes of Montana, 1947, there is herewith submitted to you a report of the Pine Hills School covering the fiscal year ended June 30, 1973.

The facilities at Pine Hills School are designed and administered to preserve the individuality of each boy and to assist him in becoming a responsible law-abiding citizen. Since each boy comes to us with different needs and problems, out of necessity our programs must be flexible. Our concern is that the environment, a treatment component itself, encourages the proper values, attitudes and the development of the potential of each boy. Therefore, we have continued to provide all students with a variety of activities which assimilate the types of experiences they will encounter in day-to-day living outside of the institution.

As in previous years, we have continued with our off campus activities such as attending movies downtown, bowling, swimming, basketball, football, tennis, dances, and Camp Carefree on Fort Peck Reservoir. We feel that these activities have helped the students to learn more acceptable behavior patterns. From time to time members of our student body have been involved in community projects such as cleaning up the Fairgrounds, Spotted Eagle recreation area, etc., in order to make them contributing members of the Miles City community.

In order to meet the individual needs of our students, we have continued to operate seven lodges with varying functions and programs. All new students are placed in our receiving lodge (Custer Lodge) during the time their individual needs and potential are evaluated. At the intake conference (approximately 5-7 weeks after admission) an individualized boy program is established and he will probably be transferred to one of our regular lodges which best fits his needs. During the course of his stay here if he presents a discipline problem, i.e., running away, assaulting someone, etc., he is placed for a period of time in our intensive treatment lodge (Clark Lodge). If he continues to make a good adjustment and demonstrates that he can accept considerable responsibility for his own behavior he may be placed in either Russell or Joseph lodge. The doors are unlocked in these lodges and the boys have considerably more freedom and privileges than the other boys.

The boys in Joseph Lodge, which is operated like a halfway house, have their own rooms and are involved in almost weekly off campus activities. As far as can be determined, we are the only boys training school that has a program of this nature.

The Honorable Thomas L. Judge  
9/28/73

Page 2

All of the students are assigned a caseworker and are involved in individual or group therapy sessions in order to help them gain more insight into the causative factors of their behavior pattern.

In-service training programs for the staff, financed with state and federal monies, have continued to be provided. Monthly staff meetings, frequent meetings with students (the entire student body and Student Council members) have continued to improve the lines of communication between the staff and students.

Our educational system, being "boy centered," has continued to be successful in motivating a number of students to seek further education upon their release from Pine Hills School.

Emphasis on good public relations has continued as we attempt to make the public more aware of how their tax dollar is being spent. I believe that the Legislators, through providing the legal means whereby the judges can commit a boy to Pine Hills School for an evaluation have made it possible for us to extend our services to the communities. All of the judges have found our evaluations most helpful to them in developing a realistic plan for each boy. It is also interesting to note that in better than fifty per cent of the cases we have not recommended institutionalization.

Recognizing that there is no simple solution or panacea for the handling of delinquents, we are constantly evaluating and re-evaluating our programs and trying new treatment medias. Having a low staff turnover, along with dedicated and qualified staff members, we have been able to more efficiently carry out all of our programs.

It is felt by the staff that we have accomplished our major over-all objective, that of preparing each student to take his place in society and to avoid further incarceration. The number of students released from Pine Hills School who end up in Deer Lodge or other penal institutions has continued to be exceptionally low. The recidivism rate (those returned from Aftercare for parole violation) also continues to be one of the lowest in the nation.

I believe we have an institution that the citizens in Montana can be proud of and one where the employees can receive gratification through the fruits of their labors.

Respectfully submitted,

  
Don T. Holladay, Ph.D.

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PRINCIPAL OFFICES AND OFFICERS

STATE BOARD OF INSTITUTIONS

<u>OFFICERS AND ADDRESSES OF BOARD MEMBERS</u>	<u>TERM EXPIRES</u>
Richard V. Bottomly 320 First Avenue North Great Falls, Montana 59401	July 1, 1974
John Cross 1510 East Ames Wye Glendive, Montana 59330	July 1, 1975
Floyd C. Hamilton East of Livingston Livingston, Montana 59047	July 1, 1976
Willis McKeon 425 South First Avenue West Malta, Montana 59538	January 3, 1977
Dr. John W. Strizich 815 Stuart Helena, Montana 59601	January 3, 1977

DEPARTMENT OF INSTITUTIONS

Edwin G. Kellner, Director  
1236 East Sixth Avenue  
Helena, Montana 59601

Principal Administrative Officers:  
Don T. Holladay, Ph.D., Superintendent  
Luther I. Hutton, Assistant Superintendent

Principal Office:  
Pine Hills School  
Miles City, Montana 59301

## LEGAL REFERENCES

The statutes relating to the operations of the Pine Hills School are for the most part contained in the following sections of the 1947 Revised Codes of Montana:

Title 10, Chapter 6	Juvenile Courts and Proceedings Against Juvenile Delinquents
Title 80, Chapter 14	State Department of Institutions
Title 80, Chapter 22	State Vocational School for Girls and State Industrial School
Title 82, Chapter 8	Department of Institutions

## PRINCIPAL GOALS

Pine Hills School, according to law, has as its primary function the care, education, training, treatment and rehabilitation of boys ten (10) years of age or older and under twenty-one (21) who have failed to make a proper adjustment in their own communities and who have been adjudicated delinquent by the appropriate juvenile or district court. The institution operates on the premise that every student is a worthwhile individual and has been sent to it because he is in need of help. It also believes that behavior is learned and therefore can be modified. The institution attempts to accomplish the above mentioned major purpose by changing the faulty and negative attitudes of the students by helping them gain self-control over their behavior.

Recognizing that each student comes to the institution with different problems and needs, an individualized program is established in order that each boy may achieve to his potential. The objective is to make each boy a happy, constructive, productive individual, with a desirable attitude towards life and the institutions of a democratic society.

Since it is also recognized that it is the day-to-day experiences that bring about modification of behavior, all activities are therapeutically oriented. Through planned lodge and recreational activities, the students are provided a variety of experiences.

Another goal of the institution is to make these experiences as similar as possible to those that the boys will encounter upon their release from Pine Hills School. Therefore, all assignments (detail, school, lodge, etc.) are geared to provide students with meaningful experiences. Psychological testing has verified the fact that between seventy to eighty per cent of our students are educationally retarded. Therefore, the academic program is individually planned in order to better prepare the boys to meet their obligations as useful citizens in their communities.

In essence, the primary goal is to meet the psychological, sociological and educational needs of each student.

## MAJOR ACCOMPLISHMENTS

### I. ADMINISTRATION:

Although we cannot realistically expect one hundred per cent success, we feel we have made it possible for a high percentage of the boys released from Pine Hills School to return to their communities as law-abiding citizens.

The recidivism rate (boys being returned to Pine Hills School for parole violation) continued to be one of the lowest in the nation (10.1%) This is undoubtedly caused through having dedicated and qualified staff members working for both the Aftercare Division and Pine Hills School.

The major accomplishments were:

a) Provided realistic, beneficial programs that continue to make it possible for a high percentage of boys (between 80 and 90) to succeed upon release.

b) Provided a variety of stimulating programs that have held the number of awols to a minimum. At the same time we have involved the students in more off campus activities, along with more freedom of movement for the students on the campus.

c) Continued to provide tighter inventory and fiscal controls resulting in more efficient handling of the assets and appropriations given this institution.

d) Provided dynamic leadership along with staff development programs which have decreased staff turnover and increased their efficiency through greater job satisfaction.

e) The staff has continued to be called upon frequently to give talks to clubs, schools, PTA meetings, etc., throughout the state. The weekly radio program, titled, "You and Your State School," now in its seventh year on the air, has continued to be an effective media for keeping the Miles City residents informed about the philosophy, programs and activities on the campus. As a result we seldom hear any resident of the Miles City area complain about this institution.

### II. CARE AND CUSTODY AND CLINICAL SERVICES:

The major accomplishments of the Care and Custody Department were:

a) Continued to maintain a campus atmosphere that is conducive to behavior modification.

b) They have continued to have a low staff turnover, a greater number of students involved in group therapy, and an increased number of parents involved in our family therapy program.



c) Continued use of the new lodge counselors' work schedule (3½ days on and 3½ days off) has continued to make a more cohesive lodge staff, along with increasing staff morale. The lodge team meetings have also continued to promote a closer working relationship between all staff members.

d) This department has continued to refine the treatment programs in each of the lodges which has improved the overall campus atmosphere. Continued refinement of these programs has also made the student's transition from society to institutional living, back to society, less anxiety producing.

e) Continued emphasis on reality testing and responsible behavior made it possible for more students to take part in civic and community activities.

f) The completion of the remodeling of our pre-release lodge (Joseph Lodge) has made it possible to operate this lodge more like a halfway house.

The major accomplishments of the Clinical Services Department were:

a) The modifying of the counselors' work schedules has permitted a closer working relationship between the clinical staff and staff members in other departments. As a result, staff inter-communication has been greatly improved. The above has also resulted in greater consistency and cohesiveness among all staff members, thus creating an atmosphere of accomplishment and progress.

b) This department has continued to offer a comprehensive medical, social history, psychiatric, and psychological evaluation and treatment plan for each student. This has been an important factor in reducing the recidivism rate.

c) Continued emphasis has been placed upon improving the treatment services available to all students. Therefore, emphasis has continued to be upon treatment and understanding rather than punishment.

### III. EDUCATION AND TRAINING:

The major accomplishments of this department were:

a) Continued expansion and refinement of its educational programs through ungraded, individualized classes, skillful scheduling of students' programs, more efficient use of tests and a more rounded recreational program.

b) Through providing the students with more choices and a wider range of educational experiences this department has continued to motivate students to seek academic and vocational training upon release, along with greater utilization of their time while here.

c) The recreational staff has continued to provide a variety of activities for recreation and leisure time. They have also achieved a closer working relationship between the recreation department, group living, and educational programs as well as a greater utilization of equipment and materials in recreational, athletic and physical education programs.

#### VI. PHYSICAL PLANT AND GENERAL SERVICES:

The major accomplishments of this department were:

a) The efficient placement of boys in pre-vocational and detail areas has helped to better prepare the boy for entry into the labor market upon release.

b) This department has continued to provide efficient maintenance for all buildings on the campus, which not only extends the life of the buildings but lends to more efficient use of them. How well the campus is maintained is frequently referred to by visitors.

c) Installing a paint booth in our body and fender shop that greatly enhanced this vocational training program. This department has continued to operate in close cooperation with all other departments on many projects too numerous to mention. However, the overall results have been in a more efficient maintenance program, resulting in the boys leaving this school better prepared to take their place in society.

d) Continued improvements have been made in the area of maintenance records and improved inventory control of the stores building and vehicle cost. However, the placement of our vehicles under the State Motor Pool has distracted from our pre-vocational training programs offered to the students.

#### V. FARM:

Major accomplishments of this department were:

a) Production of all beef necessary for Pine Hills School, Eastmont Training Center and the production of items such as potatoes, cream and milk for Pine Hills School and Eastmont.

b) This department has continued to provide many boys with the opportunity of learning work skills and gaining knowledge about farm operation.

c) Besides meeting the needs of the institution we transferred 2,229 bushels of grain to Deer Lodge at a considerable savings to the state.

e) Possibly the major accomplishment has been in the area of making the farm self-supporting through utilization of efficient farming techniques along with providing a meaningful working experience for a large number of boys.

## PROGRAM DESCRIPTION

PROGRAM: ADMINISTRATION

### Goal:

The Administration Department has the major responsibility of providing efficient, effective fiscal controls and planning, recruitment and training of qualified staff, coordination of all programs and providing direction and the overall institution philosophy.

### Objectives:

To provide overall direction and administration of all programs.

To prevent over-expenditures through a continuing analysis of the actual expenditures by program object.

To recruit and train competent personnel who will effectively bring about behavioral modification and bring out the innate potential of each student.

To account for and safeguard the individual property and monetary assets of each student.

To establish sound personnel practices and procedures which create an atmosphere in which rehabilitation can take place.

### Achievements:

The recidivism rate continues to remain low.

Our accounting system has become more efficient in recording program expenditures, balances, and student accounts. The biennial budgeting process has become more realistic and accurate due to the improved accounting system.

Improved personnel practices and salary increases have facilitated the transition from a custodial institution to a treatment-oriented one with staff turnover being reduced.

Improved school image along with weekly lodge team meetings have promoted a closer working relationship between all departments and a healthier atmosphere on the campus.

### Performance Indicators:

#### Fiscal Year

	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>
Cost: State	\$87,647	\$90,660	\$93,481
Federal	<u>1,024</u>	<u>2,200</u>	<u>1,793</u>
Total	\$88,671	\$92,860	\$95,274

## Administration (continued)

Performance:	Fiscal Year		
	1970-71	1971-72	1972-73
Claims processed . . . . .	1524	1478	1175
Requisitions. . . . .	245	211	143
Accounts:			
Handled in Helena . . . . .	4	5	3
Handled locally . . . . .	6	5	5
Warrant transfers (formerly interagency claims). . . . .	56	64	40
Purchase Orders:			
Finalized. . . . .	256	243	179
Purchase orders held over . . . . .	30	19	27
Journal Vouchers . . . . .	--	--	27
Collection reports . . . . .	--	--	31
Employees terminated . . . . .	51	39	37
Number of individual boy accounts. . . . .	186	385	408
New Commitments. . . . .	106	97	102
Diagnostic Evaluations . . . . .	3	25	61
Boys returned to Pine Hills School:			
Parole violators. . . . .	33	41	23
For replacement . . . . .	20	13	16
Transfers from other institutions . . . . .	14	9	8
Boys released from Pine Hills School:			
Released. . . . .	112	112	111
Transfers to other institutions . . . . .	34	35	48
Discharged directly from PHS . . . . .	8	25	57
Discharges from Aftercare:			
Above satisfactory adjustment . . . . .	14	9	8
Satisfactory adjustment . . . . .	47	47	45
Unsatisfactory adjustment . . . . .	10	9	10
Recidivism rate. . . . .	12.4%	17.0%	10.1%
Average daily population . . . . .	120	117	127.4
Number of boy days in September, 1972. . . . .	2818	3011	3616
Number of boy days in May, 1973. . . . .	4591	4090	4144
Number of boys' visitors. . . . .	1651	1427	1657
Number of visitors on tours of campus. . . . .	734	681	433

## PROGRAM DESCRIPTION

### PROGRAM: CARE AND CUSTODY AND CLINICAL SERVICES

#### Goal:

The primary goal of the Care and Custody and Clinical Services Department is to provide care and custody to the residents of the institution in an atmosphere which is conducive to their rehabilitation in order to return them to society as responsible, productive individuals. We also have the goal of providing our students with a means of altering their present behavior into socially and legally acceptable patterns.

#### Objectives:

- To provide suitable living quarters.
- To impart healthful living habits and provide basic needs.
- To provide religious instruction and exposure in each student's own religious denomination.
- To provide a wide variety of cultural and recreational experiences, along with teaching students how to use leisure time constructively.
- To provide individual understanding and assistance to each boy through complete evaluation and personal counseling.
- To provide intensive evaluations to the courts of Montana in order to assist in adjudication of certain youth committed to Pine Hills School for purpose of evaluation only.
- To provide each individual with successful experiences and opportunities to develop responsibility for their own behavior.

#### Achievements:

Continued progress has been achieved in areas providing an individualized rehabilitative program for each student committed to this facility. We have expanded our rehabilitative program in our pre-release lodge. Besides emphasis on reality testing and responsible behavior, we have encouraged students to take part in civic activities and to be of service to themselves and the community of Miles City. Some of these projects include:

1. Dike repair for the Miles City Jaycees.
2. Search and rescue (body recovery) for Custer County Sheriff's department.
3. Picking up victims' belongings after a car-trailer accident for the Montana Highway Patrol.
4. Participation in the March of Dimes Walk-A-Thon.
5. Cooperation in cleanups to gain admissions for off-campus list in conjunction with Miles City Jaycees.
6. Helping move people from flood areas as requested via public announcement.
7. Lodge attended an evening class at Miles Community College in current social problems.

## Care and Custody and Clinical Services (continued)

The remodeling of our pre-release lodge was completed. Each student has his own room with a lock and carries his own key. He is responsible for the upkeep of his own quarters. The dayroom was also improved.

We continue to strive for a reduction in staff turnover in the Care and Custody area so as to up-grade the quality of care. Due to several factors our staff turnover in this area has decreased; and when replacements are required we are usually able to employ individuals who have had some prior experience in child care. During this fiscal year, we had a staff turnover in this area of ten due to death, retirement, discharge and moving to other jobs.

In our Clinical Services area we are currently in our second year of the modified work schedule which permits lodge counselors to work closer together. This has proven to be a constructive move in that staff communication has greatly improved. Consistency and cohesiveness in working together for the benefit of the students has increased; and a closer working relationship with the entire Pine Hills School staff has evolved for the benefit of all, thus creating an atmosphere of accomplishment and progress. Staff morale is high.

The Clinical Services staff continues to offer a comprehensive medical, social, psychological, and psychiatric evaluation and treatment plan for each student. During the past year we had only two staff turnovers in this area, which is a decrease over past years.

We have continued to place emphasis upon improving the treatment program in our discipline unit. Emphasis has continued to be upon treatment and understanding rather than punishment. We have added a supervisor-counselor to this unit in order to coordinate this entire program with the Clinical Services department. Our clinical staff is directly involved with the treatment process in conjunction with our group living personnel. Due to the experience of our lodge personnel and our monthly inservice training sessions, boys who demonstrate acute behavior problems are receiving more individual help than ever before.

Individual counseling and group therapy is emphasized by our Clinical Services staff. Regular staff development meetings enable our staff to more effectively treat the problems which our boys possess. With the decrease in staff turnover, we continue to expand on treatment methods and explore varieties of behavioral concepts.

### Performance Indicators:

### Fiscal year

	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>
Cost: Care and Custody, State	\$542,498	\$433,360	\$324,464
Federal	<u>23,893</u>	<u>18,993</u>	<u>-0-</u>
Total	\$566,391	\$452,353	\$324,464

Care and Custody and Clinical Services (continued)

Cost:

	<u>Fiscal Year</u>		
	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>
Clinical Services, State		\$125,612	\$119,255
Federal		<u>14,600</u>	<u>20,341</u>
Total		\$140,219	\$139,596

Performance:

Boys reviewed at Intake Conferences	166	162	179
Boys reviewed at Case Conferences	383	377	415
Boys released	112	112	111
Psychological Evaluations (testing)	352	187	boys 197 tests 588
Diagnostic Evaluations	2	25	61
Psychiatric Evaluations	Unknown	126	139
Evaluation boys discharged			54
Group Treatment:			
Group therapy (boys involved)	137	140	143
Discussion groups (boys involved)	106	69	111
Religious groups (boys involved)	77	51	76
Discipline	25	36	32
Intensive family therapy under ESEA Title I	34	43	38
Individually--Every boy is seen at least once a week or upon request			
Big Brother Program	4	0	0
Home leaves	208	233	161
Christmas leaves	78	56	72
Scouting program	19	0	0
Off Campus activities (approximately)	4,368	4,500	4,500
Community service projects (approximate number of boys involved)	300	300	300
Boys taken to the Garberson Clinic	580	272	337
Boys seen by staff physician		1,088	926
Boy days in infirmary		537	782
Boys taken to dentist	124	142	198
Boys taken to hospital (admitted)	26	16	12
Boys taken to hospital (out-patient)	Unknown	8	21
Transfers to Swan River Youth Forest Camp	31	32	47

Care and Custody and Clinical Services (continued)

Length of stay at Pine Hills School for various classifications during the 1972-73 fiscal year:

New admissions: 77 boys carrying this designation were released to After-care, with average length of stay 10.3 months (down 1.1 month).

New admissions transferred to other institutions: 30 new admissions were transferred to other institutions with average stay at PHS of 5.13 months.

Total new admissions: 107 new admissions were released or transferred during the fiscal year with average length of stay of 8.86 months (down 1.54 months).

Parole violators: 14 boys carrying this designation were released to Aftercare, with an average stay of 12.34 months (up 3.39 months).

Parole violators transferred to other institutions: 16 boys in this classification with average length of stay at Pine Hills School of 3.04 months (up .74 months).

Total parole violators: 30 boys carrying this classification were released or transferred with an average length of stay of 7.38 months (up 1.13 months).

Placements: 13 boys with this classification were released to Aftercare with an average length of stay of 6.81 months.

Placements transferred to another institution: 3 placements were transferred with an average stay at Pine Hills School of 2.84 months.

Total placements: 16 boys with this classification were released or transferred with length of stay of 6.07 months (up 1.97 months).

Transfers: 9 boys with this classification were released with average length of stay of 13.55 months (up 5.25 months).

Transfers to Swan River Youth Forest Camp: 47 boys were transferred to Swan River Youth Forest Camp during the fiscal year with average length of stay at Pine Hills School of 4.67 months (down 1.51 months).



Care and Custody and Clinical Services (continued)

Performance Indicators:

Fiscal years

	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>
Rated Capacity of Institution: 150			
Trainees on books, July 1, 1972			
a) In residence. . . . .	91	99	110
b) On leave. . . . .	4	8	7
c) Otherwise absent. . . . .	0	4	7
d) Aftercare . . . . .	<u>135</u>	<u>120</u>	<u>109</u>
Total on books . . . . .	230	231	230
Admissions:			
a) First admissions. . . . .	106	97	102
b) Re-admissions . . . . .	0	0	0
c) Diagnostic evaluations. . . . .	3	25	61
d) Returned from Aftercare:			
1) Violations . . . . .	33	41	23
2) Replacements . . . . .	20	13	16
e) Transfers. . . . .	<u>14</u>	<u>9</u>	<u>8</u>
Total admissions. . . . .	176	185	210
Separations:			
a) Released. . . . .	112	112	111
b) Discharged directly from PHS. . . . .	8	25	57
c) Transfers. . . . .	34	35	48
d) Discharged from Aftercare . . . . .	<u>74</u>	<u>65</u>	<u>63</u>
Total Separations . . . . .	228	237	279
Trainees on books, June 30, 1973			
a) In residence. . . . .	99	110	104
b) On leave . . . . .	8	4	6
c) Otherwise absent. . . . .	4	7	1
d) On Aftercare. . . . .	<u>120</u>	<u>109</u>	<u>127</u>
Total on books . . . . .	231	230	238
Average daily population in residence . . . . .	120	117	127.4
Average number of full time employees . . . . .	100	101	99
Ratio of average daily population to full time employees . . . . .	1.20:1	1.16:1	1.29:1
Annual per capita cost . . . . .	\$7328.00	\$7828.00	\$7274.00
Daily per capita cost. . . . .	20.08	21.41	19.93

## PROGRAM DESCRIPTION

PROGRAM: EDUCATION AND TRAINING

### Goal:

The major goal of the education department is to provide each student at Pine Hills School with an educational experience that will help him acquire those skills necessary to compete and adjust to society's standards. As a secondary goal this department has the responsibility of: 1) programming each student between the hours of 8:00 a.m. and 5:00 p.m. in either an academic or pre-vocational program, or both; 2) programming students in detail areas; and 3) providing recreational activities so the student can achieve success where in the past he has failed.

### Objectives:

To provide academic and vocational education to meet the standards established by the State Department of Public Instruction.

To evaluate each student as to his academic background and then establish a continuous progress program from that point. Thus he can establish a strong basic foundation to build upon so he can be successful in his future academic work.

To institute individualized educational and pre-vocational programs that will stimulate the student to desire and seek additional knowledge and training in the areas of his interests and abilities.

To provide each student with encouragement and support in his academic and vocational endeavor so he can return to his place in society and become a productive citizen with realistic goals that have been developed according to his abilities and potential.

### Achievements:

The education department has continued to expand and improve its educational program through: 1) ungraded individualized classes; 2) more skillful scheduling of the student's program between the hours of 8:00 a.m. and 5:00 p.m.; 3) more efficient utilization of the test results with the school administering educational tests not done by the clinical services department; 4) better coordination between other departments on campus through involvement in a lodge team program and the assignment of details; and 5) develop a recreational program that will provide a student with activities such as hobbies, games and their rules that can be utilized in free time or non-working time upon release from Pine Hills School.

Upon release from Pine Hills School, more students than the Aftercare Division has money for are seeking further education in the University System and in the vocational training system in the state of Montana.

## Education and Training (continued)

More educational programs have given the students more choices and a wider range of educational experiences. This has helped in motivating the student to seek academic training, along with greater utilization of his time while here.

By having the recreational program as part of the school agenda, we have found recruitment of staff easier. This also has resulted in a closer working relationship between the recreational, group living, and educational programs as well as in a greater utilization of equipment and materials in the recreation, athletic and physical education programs.

### Performance Indicators:

### Fiscal Year

	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>
Costs: State	\$208,132	\$232,257	\$213,681
Federal	<u>35,371</u>	<u>49,464</u>	<u>45,514</u>
Total	\$243,503	\$281,721	\$259,195
Performance:			
High School Graduates	9	9	13
Elementary Graduates	27	22	21
(Ungraded and unclassified)			

Courses offered to the 189 students enrolled in the school program in the 1972-73 school year:

- Vocational: Auto Mechanics and small engine repair
- Auto Body/Fender and glass repair
- Welding
- Drafting
- Electricity and Radio-TV repair
- Construction Carpentry and Cabinet work
- Commercial: Typing
- General Business
- Bookkeeping
- Business Math (which includes figuring income tax)
- Office Practices and Procedures
- Office Machines
- Sciences: Beginning Chemistry
- General Science
- Earth Science
- Geology
- Ungraded Science
- Biology
- Ecology
- English: English I
- English II
- English III
- English IV

## Education and Training (continued)

### Performance (continued):

The following English courses meet with criteria established by the Department of Public Instruction:

- Journalism
- Speech and Debate
- Individually Structured Program (ISP)
- Expository Writing
- Creative Writing
- Mathematics: Algebra I
- Algebra II
- Geometry
- General Math I
- General Math II
- Remedial and Special Math
- Social Studies:
  - Problems of American Democracy (PAD)
  - U. S. History
  - U. S. Government
  - World Geography
  - Indian Studies
  - Sociology and Economics
- Physical Education
- Driver Training
- Band: Beginning Band
- Rock Band
- Athletics: This year we started football again which rounded out our athletic program to football, basketball and track.

Our ungraded program and our high school programs are accredited by the State Department of Public Instruction and all teachers have a Montana Teaching Certificate.

The curriculum offered at Pine Hills School is comparable to that in the public school system throughout the state of Montana with the added fact that we allow any level student to enroll in vocational courses. However, the class load is kept relatively small so that we can have individualizing in the programs because these are students who have dropped out, in most instances, from the public school system. Our remedial classes are small inasmuch as we try to keep them to around six. These students very definitely have a handicap when it comes to the academics due to the fact that they have not learned to read and, in some cases, to figure mathematics in the earlier grades while attending public schools.

As indicated by the Wide Range Achievement Test completed at the time of admission to Pine Hills School, approximately sixty to seventy per cent of our boys are three and one-half to ten and one-half years behind their grade placement. Needless to say, they have little interest in school because of their past series of failures, and have received little support from their parents to gain an education. Motivation becomes a key factor at Pine Hills School when an academically retarded, anti-social boy is enrolled in our academic or vocational program. Due to our approach to education, it oftentimes provides the motivating device which may help a boy take hold in the classroom and achieve.

## Education and Training (continued)

We have found that one excellent motivating device for the type of boy we receive here is gearing the instruction on a level which he can comprehend.

We have observed numerous boys who were exceedingly anti-social "settle" into an academic program after experiencing some success in the classroom.

In recreation we continued our Camp Carefree program at Fort Peck Reservoir in which 78 different boys took part, and some went twice, making a total of 100 participants. The camp was carried on for 10 weeks of actual camping experiences, plus three days to set up the camp and two days to clean up and close the camp for the winter. This year our construction-carpentry class constructed a cook shack for the summer camp which was a great asset to the camp.

The major problem we faced during the school year was the increased number of evaluation commitments we received. This was not anticipated as far as our materials and supplies were concerned and we received nothing to compensate for this in our budget, which definitely provided a strain on our budget.

## PROGRAM DESCRIPTION

### PROGRAM: PHYSICAL PLANT AND GENERAL SERVICES

#### Goal:

This department handles the total maintenance of thirty (30) buildings on campus. It is responsible for providing: 1) effective use of buildings and equipment through more effective maintenance; 2) opportunity for on-the-job vocational experiences; and 3) serving nourishing meals. Therefore, the overall goal is to make the institution a pleasant place for boys to live and for staff to work.

#### Objectives:

To provide day-to-day and preventive maintenance of buildings, vehicles and equipment.

To utilize the services of the Department of Institutions, e.g. the dietitian, fiscal analyst and other state personnel such as the purchasing department in carrying out the operations of this institution more efficiently.

To utilize the maintenance program as a vocational training and work experience for the students.

To continue using the "work order" system in order to make more efficient use of the time and abilities of the maintenance staff. This makes it possible to do repairs and carry out maintenance in a shorter time. It also helps us keep a better record of work completed.

#### Achievements:

Through a more skillful and efficient method of assigning boys to work with the maintenance staff, we have made this a much more meaningful and beneficial experience for them. This program has provided pre-vocational training in auto mechanics, small engine repair, carpentry, welding, electricity, plumbing, masonry, grounds and greenhouse, maintenance, baking and cooking, and meat cutting. These experiences have helped many boys find employment after release from the school.

Improvements have been made in the area of maintenance records and improved inventory control of the stores building and vehicle cost.

#### Maintenance and/or Projects Completed:

Approximately 3500 work orders were carried out on campus. A work order is written any time any staff member needs work done. This helps us keep a more complete record of our maintenance program and where and how our money is spent. Following is a summary of work completed.

## Physical Plant and General Services (continued)

Some of the projects completed were:

Construction of a paint booth 16'x32' in our pre-vocational maintenance building that meets all State Fire Marshal and electrical codes. It is probably the only one in Miles City that is so approved. Undoubtedly about \$12,000 or more was saved by not having to put this project out on contract.

A cement slab 24'x36' for parking for two school buses, along with replacing sidewalk in front of Russell Lodge and from the administration building to both Lewis and Clark lodges. Approximately 250 yards of cement was poured for miscellaneous projects.

The shower rooms in Lewis and Daly lodges were remodeled. Improvements in the chapel were wall panelling, painting inside and outside and new draperies.

Painting was done inside Lewis Lodge, the outside trim on Russell Lodge, the inside of the milk processing room and quarters, the Beaver sign and hand rails and the door of the academic school building, the shower and bathroom in Custer Lodge, the boiler house, the main office in the administration building, the ceilings and walls of the kitchen in Custer Lodge, the counselors' offices, and in the new Preventive Disciplinary Center room.

A homogenizer in the dairy barn, a new washer and extractor in the laundry and fire escapes on Joseph and Daly lodges have been installed.

This department made a pipe trailer for the sprinkler system.

The slaughter house and granery was remodeled, including a new roof.

A grease and lubricating machine in the new pre-vocational auto shop was installed.

The gymnasium floor was completely resealed.

### Performance Indicators:

### Fiscal Year

	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>
Cost: State	\$164,071	\$321,225	\$321,225
Federal	<u>353</u>	<u>2,614</u>	<u>-0-</u>
Total	\$164,424	\$323,839	\$321,225

### Kitchen:

Number of meals served: Residents	124,827	131,975
Employees	23,211	26,426
Other	<u>146</u>	<u>844</u>
Total	148,184	159,245

The average cost per meal was 36¢ which includes produce from the institution. The actual cost per meal of state funds was 17¢, which is down .03¢ per meal from the previous year.

## PROGRAM DESCRIPTION

PROGRAM: FARM

### Goal:

The farm provides all of the milk, beef, potatoes, and a considerable amount of vegetables consumed at the institution. The farm also has the responsibility of providing students with work experiences and teaching them to operate the dairy effectively. The overall goal is to make the farm self-supporting to the point that it reduces the cost of feeding and rehabilitating the students.

### Objectives:

To provide the students with work experience in the care and use of farm equipment, planting and harvesting of crops, dairy management, beef production and meat processing.

To utilize efficient farming techniques for maximum production of food items.

To teach the students acceptable work habits.

### Achievements:

During the past fiscal year we have been able to continue an efficient farm operation, making it possible for us to produce all of the milk, beef and cream needed for the operation of both Eastmont Training Center and Pine Hills School. Because state products cannot be sold there is a limitation on production.

We were able to transfer 2,229 bushels of grain to Deer Lodge. The farm has helped a number of students develop good work habits. Although only about ten per cent of our student body finds work on farms upon release, the work skills gained while on the farm carry over into other areas.

Another achievement on the farm is the installation of a homogenizer. This has made it possible for us to keep our milk longer and has added to its palatability.

### Performance Indicators:

	<u>Fiscal Year</u>		
	<u>1970-71</u>	<u>1971-72</u>	<u>1972-73</u>
Cost: State	\$50,929	\$46,800	\$46,415
Federal	-0-	-0-	-0-
Performance:			
Beef	10,821	13,035	22,648
Milk	17,580	17,438	11,509
Cream	1,598	3,328	9,336



Farm (continued)

Performance:

The following feed crops for the cattle were produced:

Alfalfa hay	15,917 bales
Oats	3,700 bushels
Corn for silage	800 tons

Produce:

Corn	75 pounds
Potatoes	26,633 pounds

It appears that the farm will become a more valuable asset to the state with the rising costs of beef, milk and other food products.

# PROGRAM COST SUMMARY

	<u>Fiscal Year</u>		<u>Difference</u>
	<u>1971-72</u>	<u>1972-73</u>	
Program:			
Administration. . . . .	\$ 92,860	\$ 95,274	\$ 2,414
Care and Custody . . . . .	312,134	324,464	12,330
Clinical Services . . . . .	140,219	139,596	623
Education and training. . . . .	281,721	259,195	22,526
Physical Plant & General Services	323,839	321,225	2,614
Farm. . . . .	<u>46,800</u>	<u>46,415</u>	<u>385</u>
Totals . . . . .	\$1,197,573	\$1,186,169	\$11,404

The decrease in the total expenditures is due to frugality in all departments, coupled with a decrease in federal funds.

# PROGRAM COST DETAIL

Program:	1972-73 Fiscal Year			
	Total	Personal Services	Operating Expenses	Capital
Administration . . . . .	\$ 95,274	\$ 77,607	\$ 17,667	
Care and Custody . . . . .	324,464	299,971	24,493	
Clinical Services . . . . .	139,596	127,220	12,376	
Education and Training . . . . .	259,195	226,462	23,362	9,371
Physical Plant & General Services	321,225	172,160	123,789	25,276
Farm . . . . .	<u>46,415</u>	<u>33,295</u>	<u>13,120</u>	
Total . . . . .	\$1,186,169	\$936,715	\$214,807	\$34,647
General fund . . . . .				\$1,063,644
Pine Hills School Federal and Private Revenue Funds:				
Interest and Income Account #04304 . . . . .				54,877
ESEA Title I, LEAA, and VEA Account #04039 . . . . .				<u>67,648</u>
Total expended . . . . .				\$1,186,169





# Montana State Prison

OFFICE OF THE WARDEN  
DEER LODGE, MONTANA  
59722

October 5, 1973

ROGER W. CRIST, WARDEN

The Honorable Thomas L. Judge  
Governor State of Montana  
Helena, Montana 59601

Dear Governor Judge:

In accordance with the requirements of Section 82-4002, Revised Codes of Montana, 1947, there is herewith transmitted to you a report of the Montana State Prison covering the fiscal year ended June 30, 1973.

Major accomplishments during the year:

Funding was obtained for a new institution to be built on the prison ranch. The architects have been appointed and planning is proceeding according to schedule.

The improvement of counseling techniques and therapy programs for those incarcerated at the prison.

Federal funds were obtained to provide for a full-time Psychologist at the prison.

Up to four college courses are offered on-site per quarter to the inmate population.

A feedlot has been built on the prison ranch that will provide for uniformity in the size of beef supplied to other institutions on a year-round basis.

A continuation of professional development training courses for the entire staff.

The continuation of on-site college courses for the prison staff.

The Identification Bureau was relocated in Helena under the state re-organization program.

Visiting facilities for those inmates at the medium security institution have been improved in order to provide for visiting in an open setting resembling a large living room.

Respectfully submitted,

A handwritten signature in cursive script that reads "Roger W. Crist".  
ROGER W. CRIST, WARDEN

RWC/mm

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# PRINCIPAL OFFICES AND OFFICERS

## DEPARTMENT OF INSTITUTIONS 1236 E. 6th Ave., Helena

Edwin G. Kellner	Director
Lawrence E. D'Arcy	Deputy Director
Thomas L. Gooch	Administrator, Centralized Services Division
John G. Thomas	Administrator, Community Services Division
Geraldine C. Strong	Administrator, Reimbursement Division

## MONTANA STATE PRISON Box 7, Deer Lodge

Roger W. Crist	Warden
James G. Blodgett	Deputy Warden
Elmer Erickson	Business Manager
Joseph Yankoskie	Director of Classification and Treatment
Gary A. Weer	Associate Warden, Custody

## BOARD OF INSTITUTIONS

### OFFICER

TERM OF OFFICE	HOME ADDRESS
Willis M. McKeon, Chairman 1-9-73 - 1-3-77	425 S. 1st Ave. W., Malta
Richard V. Bottomly, Member 7-2-69 - 7-1-75	1101 11th N.W., Great Falls
John M. Cross, Member 7-1-70 - 7-1-75	1510 E. Ames Wye, Glendive
Floyd C. Hamilton, Member 7-8-71 - 7-1-76	East of Livingston
John W. Strizich, M.D., Member 7-31-73 - 1-3-77	1500 Cannon, Helena

## LEGAL REFERENCES

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### GENERALLY

The statutes relating to the operations of Montana State Prison are, for the most part, contained in the following sections of the 1947 Revised Codes of Montana:

Title 80, Chapter 19	State Prison
Section 80-1901	Location and function of Prison
Section 80-1902	Qualifications of Warden
Section 80-1903	Working hours of Prison Employees
Section 80-1904	Punishment of Inmates
Section 80-1905	Good time allowance-forfeiture-probationers and paroles-application of prior law
Section 80-1906	Clothing and money furnished on discharge or parole
Section 80-1907	Contracts for confinement of inmates in other institutions
Section 80-1908	Commitment of inmates to state hospital
Section 80-1909	Establishment of intensive rehabilitation center authorized
Section 80-1910	Standards of admission
Section 80-1911	Management and control of center
Section 80-1912	Expense of trial for escape
Title 82A	State Reorganization of Executive Department
Title 19, Chapter 1	
Section 19-107	Legal holidays and business days defined
Title 41	Labor
Title 59, Chapter 5	Prohibitions and General Provisions applicable to Public Officers
Title 59, Chapter 10	Vacations of Employees
Title 59, Chapter 11	Federal Social Security Act-Coverage of certain officers and employees
Title 77, Chapter 1	
Section 77-157	Leave of absence of state employees attending training camp or similar training program
Title 95, Chapter 22	Prisoner Furlough Program



## PRINCIPAL GOALS

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The institution at Deer Lodge is the "State Prison" and as its primary function provides facilities for the custody, treatment, training and rehabilitation of adult criminal offenders.

## MAJOR ACCOMPLISHMENTS

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### 1. New Institution

Received allocation of funding designed for the construction of a new institution.

### 2. Counseling and Therapy Program

Emphasis has continued throughout the year to improve counseling techniques and therapy programs. As a result, we were able to obtain the services of a full-time Bureau of Indian Affairs' counselor to zero in on the special problems of Indian inmates. The "Dial Home" program was started in the medium security institution to provide for closer contact between the inmate and his family via telephone. We have introduced the staff/inmate committee concept that brings about a closer involvement on the part of inmates in the area of problem solving. The "Due Process of Law" concept has become part of the disciplinary procedure. Also, procedures have been changed to allow sealed letters to go to certain state and federal officials. In summation, we find that this positiveness has provided a stronger decorum of professionalism among the treatment and custody staff.

### 3. Clinical Services Program

To further increase the Prison's capability in dealing with the problem of incarcerated felons, a sub grant was approved by the State Board of Crime Control for them to provide the necessary funding to establish a Clinical Services Program. The program called for one full-time Doctoral Clinical Psychologist as project director, other clinical psychologist on a consultant basis and two Trainee Clinical Psychologist on a part-time basis. Funding for the full-time Doctoral Clinical Psychologist will be available 1 August 73. Total funding for a program of this nature would not have been possible at this time without the funding support that is to be provided by the State Board of Crime Control.

### 4. Post Secondary Education Program for the Incarcerated

In September 72, the prison staff began an all out effort to find sources for the funding of a Post Secondary Education Program for the Incarcerated. In December, the State Board of Crime Control approved funds for a pilot program to be administered during the second half of the FY. The program was implemented on 2 January 73 with courses being offered by the University faculty during winter quarter and again during spring quarter. Class enrollments averaged 17 and the instruction moved forward at a regular pace with final evaluations showing a grade distribution equal to students in the University setting. With the positive results, the State Board of Crime Control has approved the continuation of the Program for another year.

## MAJOR ACCOMPLISHMENTS

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### 5. Ranch Operation

During FY73, several major studies were conducted in regard to ranch operations. The Ranch problem was evaluated by the Economist and Livestock Specialist, Cooperative Extension Service, Montana State University, during February 73. Their study recommended the establishment of a feed lot operation and a herd reduction to 2119 cattle. The study concluded that the feed lot operation would increase meat production of an ample nature to supply 550,000 pounds of beef to the institutions serviced, provide for a reduction in the ranch herd and a net annual savings even though some purchase of grain, hay and supplement would be necessary for the feed lot operation. The Range Survey conducted in April 73 by the State and district Soil Conservation Service reflected that the range was not capable of producing ample grazing for the 3,000+ cattle in the ranch herd. This condition was brought about by two consecutive, excessive, dry years and the overgrazing of the land. The construction of a feed lot began in April 73 under the supervision of the ranch manager and the plant manager and the first 200 cattle were put therein in June 73. The feed lot was built for a maximum capacity of 900 beef cattle. The anticipated date for completing the feed lot is 1 November 73.

In June 73 arrangements were made to sell a number of surplus beef cattle because of the range condition, the shortage of stock feeds and the rapid increase of feed costs.

### 6. Professional Development Training - Staff

Under the State Board of Crime Control, Montana State Prison was again awarded Federal Funds to conduct In-Service Training. The program was geared to provide the older employee, on a voluntary participation basis with an opportunity to increase his professional skills. However, in October 72, program evaluations reflected that we were reaching a very low percentile of the personnel that we had hoped to reach. The program was revamped and on 1 December 73 personnel were scheduled by name to receive 224 hours of Professional Development Training. The training covered disturbance control, correctional tactics, emergency procedures, correctional counseling techniques, and handling of special problems. A March 73 program evaluation by the Regional Office of Law Enforcement Assistance Administration reflects the current program at Montana State Prison as not only the best in our Region, but could well be used as a Model in many other areas of the country. Twenty-eight members of the correctional staff completed the training.

### 7. Post Secondary Education Program for Correctional Staff

Under the financial support of the Law Enforcement Assistance Administration (LEAA) and with the joint cooperation of the University of Montana, the Prison continued its Post Secondary Education Program for its correctional

## MAJOR ACCOMPLISHMENTS

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force. The program provides for a 2-year certificate in the Field of Corrections and allows for the transfer of the credits to a higher degree program. It also provided for Veterans' benefits to be paid to those eligible. During FY73 an average of 45 employees participated in the program. Seven correctional staff employees have thus far completed the Certificate Program.

### 8. Relocation of Montana State Bureau of Criminal Identification

On 1 March 73, the physical moving of the Montana State Bureau of Criminal Identification took place as directed by Executive Reorganization Order 3-72. As a result the prison had to re-establish its inmate records keeping activities within the Prisons' organizational framework. This action was accomplished without mission degradation.

### 9. General Services

Improved inmate family visiting areas. This improvement brought about better security control as well as a more suitable area for inmates to visit with relatives and friends.

# PROGRAM DESCRIPTION

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## PROGRAM - ADMINISTRATION

### GOALS

Provide effective administration of the Prison by coordinating all programs; maintaining accurate fiscal records; and properly utilizing the staff. Cooperate with other State agencies in matters of mutual concern.

### OBJECTIVES

Continue to improve the institutions organizational structure within an frame work that allows for the application of management principles, motivation, teamwork, and flexibility.

Continue to improve upon the Prisons personnel hiring procedures and related functions so that the services provided by the State Personnel Bureau can better be utilized.

Continue to establish standards for correctional staff so that we may be able to upgrade the effectiveness and efficiency of that staff.

The major objectives of the Training Department of Montana State Prison are to provide for the development of the knowledge, the skills and the attitudes of the Correctional Officers. The development of their attributes will be regarded as a continuous and cumulative process. To accomplish the task, the training program will be structured:

1. To improve the capabilities of the officer so that he can adequately function in the classification and treatment of the inmates and yet maintain the institution security.
2. To increase the effectiveness of the personnel and thereby obtain greater efficiency and economy in operations.
3. To promote the officers capacity to recognize, understand, and solve the problems which occur in the correctional process.
4. To prepare personnel for greater job satisfaction and broader career service.

Continue to establish positive lines of communication with inmates consistent with total program efforts.

# PROGRAM DESCRIPTION

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## ADMINISTRATION (Continued)

### ACHIEVEMENTS

Received allocation of funding designated for the construction of a New Institution.

The Employee's Orientation Course (40 hours) was conducted on 8 occasions in this reporting period. Forty-five employees graduated from the course.

The Correctional Officers Basic Course (56 hours) was also conducted on 8 occasions. Thirty-nine Correctional Officers received their Certificate of Completion for completing the course.

Under the State Board of Crime Control, Montana State Prison was again awarded Federal Funds to conduct In-Service Training. The program was geared to provide the older employee, on a voluntary participation basis with an opportunity to increase his professional skills. However in October 72, program evaluations reflected that we were reaching a very low percentile of the personnel that we had hoped to reach. The program was revamped and on 1 December 72 personnel were scheduled by name to receive 224 hours of Professional Development Training. The training covered disturbance control, correctional tactics, emergency procedures, correctional counseling techniques, and handling of special problems. A March 73 program evaluation by the Regional Office of Law Enforcement Assistance Administration reflects the current program at Montana State Prison as not only the best in our Region, but could well be used as a model in many other areas of the country. Twenty-eight members of the correctional staff completed the training.

In conjunction with the Montana State Apprenticeship Council and the Veterans' Administration an "On-the-Job" training (OJT) program for veterans continued to be available for the correctional force. This program consists of defined job procedures for a two-year period. During FY73 an average of 8 employees were enrolled.

Under the financial support of the Law Enforcement Assistance Administration (LEAA) and with the joint cooperation of the University of Montana, the Prison continued its Post Secondary Education Program for its correctional force. The program provides for a 2-year certificate in the Field of Corrections and allows for the transfer of the credits to a higher degree program. It also provided for Veterans' benefits to be paid to those eligible. During FY73 an average of 45 employees participated in the program. Seven correctional staff employees have thus far completed the Certificate Program.

# PROGRAM DESCRIPTION

## ADMINISTRATION (Continued)

### PERFORMANCE INDICATORS

	FISCAL YEAR		
	<u>1971</u>	<u>1972</u>	<u>1973</u>
Cost	\$136,744.00	\$147,742.74	\$146,364.00
Performance			
<u>Employees</u>			
Count	219	213	229
Hired	49	54	102
MDTA		13	0
Terminated	55	51	111
Year End Count	213	229	220
<u>Inmates</u>			
Annual per capita cost	8,752.70	9,894.45	9,714.01
Daily per capita cost	23.98	27.10	26.61
Number of payment claims processed	2,450	2,154	2,101
Number of requisitions processed	492	589	466

# PROGRAM DESCRIPTION

---

## PROGRAM - CARE & CUSTODY

### GOALS

To maintain custody over those adult offenders (both women and men) committed to the institution by the courts.

To provide for the daily needs of the inmate (food, clothing, housing & etc.).

To provide for the maintenance of the legal and statistical records on persons sentenced to Montana State Prison.

To provide for the evaluation and treatment of incarcerated adult offenders through effective rehabilitation and meaningful training programs so that once they are released, they may be self-reliant and able to function as a productive member of society.

### OBJECTIVES

Continue to prepare the inmate for his release back to society through close and continuous study and evaluation. To appropriately prescribe programming and guidance to achieve the program goals. To continue to provide care and treatment for inmates in a manner conducive to their spiritual, mental and physical well-being. Continue to keep the public informed and cooperate with all allied agencies in matters of mutual concern.

Continue to provide for the administrative records keeping function of inmate records and files once the Executive Reorganization Order 3-72 is implemented and accomplished.

### ACHIEVEMENTS

The updating of the Prison's communication system was completed in FY73. The updating was made possible through Federal funds provided by the State Board of Crime Control. This system is now operating as a multi-agency communication system designed to meet the total needs of Montana State Prison, Registrar of Motor Vehicles, Powell County and the City of Deer Lodge. It encompasses two complete base stations coupled through a control center console which allows for the simultaneous operation of the two channel base stations. The total system also complements each base station in that each is capable of being used as a backup unit for the other. A phone patch service is also in use with the updated system.

Continuation of the services which are provided by the Indian Pre-Parole Officer/Counselor have helped immensely in obtaining a greater rapport with the Indian minority group and in the placement of Indian inmates in vocational and educational programs as well as job placements. This position was continued during FY73 with Federal funds provided by the State Board of Crime Control.



## PROGRAM DESCRIPTION

---

### CARE & CUSTODY (Continued)

The updating of the prison armory was continued during FY73. A minimum amount of modern weapons and disturbance control equipment is now on hand for issue.

On 1 March 73, the physical moving of the Montana State Bureau of Criminal Identification took place as directed by Executive Reorganization Order 3-72. As a result the prison had to re-establish its inmate records keeping activities within the Prisons' organizational framework. This action was accomplished without mission degradation.

Emphasis has continued throughout the year to improve counseling techniques and therapy programs. As a result, we were able to obtain the services of a full-time Bureau of Indian Affairs' counselor to zero in on the special problems of Indian inmates. The "Dial Home" program was started in the medium security institution to provide for closer contact between the inmate and his family via telephone. We have introduced the staff/inmate committee concept that brings about a closer involvement on the part of inmates in the area of problem solving. The "Due Process of Law" concept has become part of the disciplinary procedure. Also, procedures have been changed to allow sealed letters to go to certain state and federal officials. In summation, we find that this positiveness has provided a stronger decorum of professionalism among the treatment and custody staff.

To further increase the Prison's capability in dealing with the problem of incarcerated felons, a sub grant was approved by the State Board of Crime Control for them to provide the necessary funding to establish a Clinical Services Program. The program called for one full-time Doctoral Clinical Psychologist as project director, other clinical psychologist on a consultant basis and two Trainee Clinical Psychologists on a part-time basis. Funding for the full-time Doctoral Clinical Psychologist will be available 1 August 73. Total funding for a program of this nature would not have been possible at this time without the funding support that is to be provided by the State Board of Crime Control.

On 1 January 73 to provide for a stronger, more effective and efficient custody staff, the inside Captains position was upgraded to that of an Associate Warden for Security.

Action was taken to close the old maximum segregation unit as it was unfit for further use.

# PROGRAM DESCRIPTION

## CARE & CUSTODY (Continued)

### PERFORMANCE INDICATORS

#### FISCAL YEAR

	<u>1971</u>		<u>1972</u>		<u>1973</u>	
Cost	\$1,449,342.00		\$1,404,636.00		\$1,443,668.00	
Performance						
Total Inmate Days	94,888.00		94,827.00		103,600.78	
Average Daily Count	259.97		259.06		284.06	
Receipts	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
Received Regular	217	6	220	5	259	10
Returned Parole Violators	54	2	57	0	53	0
Violated Suspended Sentence	8	0	36	4	20	1
Received new number	1	0	0	0	0	0
Returned from Warm Springs	7	6	7	10	15	10
Returned from Swan River	16	0	14	0	26	0
Returned from Galen	14	0	2	0	1	0
Returned Probation Violators	3	0	7	0	7	0
Returned by Court Order	2	0	3	0	4	0
Returned from Escape	17	0	10	1	7	2
Received under Interstate Compact			3	0	4	0
TOTALS	339	14	359	20	396	23
Releases	356	12	375	20	350	21
Average case load per case worker		62		62		75
Percentage of inmates participating in group counseling		43%		50%		52%
Number of case conferences (Classification & Reclassification		1,560		1,009		1,185
Psychological Conferences		392		180		171
Psychiatric conferences		432		580		307
Prisoners in custody on June 30, 1972:	Male:	256	Female:	2*		

## PROGRAM DESCRIPTION

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### CARE & CUSTODY (Continued)

Prisoners in custody on June 30, 1973:      Male:    306      Female:    4

- \* The 2 female inmates counted are at York, Nebraska. However, we had 4 female inmates at Warm Springs but they are taken off our count and put on the Warm Springs count. There was also one at large on escape. (She was not carried on count).

## PROGRAM DESCRIPTION

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### PROGRAM - GENERAL SERVICES AND PHYSICAL PLANT

#### GOALS

To maintain the total physical plant (including all utilities, services, and buildings) for the health, welfare, comfort, and safe keeping of those incarcerated at the Prison.

To continue to provide for the rehabilitation of the incarcerated by conducting apprenticeship type training in the crafts skills.

#### OBJECTIVES

Effectively and economically maintain and repair all Prison facilities.

Continue working with those agencies who are concerned for furthering the improvement of all present facilities.

Continue to improve apprenticeship training program for craft skills.

Provide in-service training to the correctional staff on emergency physical plant procedures.

#### ACHIEVEMENTS

Began the construction of a cattle feed lot.

Continued to improve the slaughter house to meet all requirements imposed by the U.S. Department of Agriculture. Reviewed long term needs and assisted in the development of renovation plans.

Continued to meet all requirements of the State Industrial Accident Board and the State Electrical Board.

Renovate and modernized the lighting system at Rothe Hall.

Renovated and modernized the sewage system for the Prison dairy.

Installed cottage cheese manufacturing equipment at the Prison dairy.

Improved and extended the high voltage powerline (12,000 volts) to meet needs.

Improved inmate family visiting areas. This improvement brought about better security control as well as a more suitable area for inmates to visit with relatives and friends.

## PROGRAM DESCRIPTION

---

### GENERAL SERVICES AND PHYSICAL PLANT (Continued)

Kept an adequate inventory of supplies in central warehousing. This inventory was ample to meet most emergency needs of the Prison.

Continued the development of a water supply capable of meeting needs.

### PERFORMANCE INDICATORS

	FISCAL YEAR		
	<u>1971</u>	<u>1972</u>	<u>1973</u>
Cost	\$310,849.00	\$585,565.32	\$562,273.00
Performance			
Number of maintenance work orders processed	--	1,500	1,470
Number of job type work orders processed	--	500	516

# PROGRAM DESCRIPTION

---

## PROGRAM - EDUCATION

### GOALS

Provide meaningful Adult Basic Education, Post Secondary Education, and Vocational Education Training Programs for incarcerated adults. The programs are to be oriented toward the inmates' rehabilitation and are to enhance the inmates' abilities to become supporting members of society.

### OBJECTIVES

Continue the Adult Basic Education Program for those inmates who have not obtained a primary or secondary education level. This is necessary in order to raise the inmate's level of employability.

Continue to assist in establishing a Post Secondary Education Program for those inmates capable of post secondary work.

Continue to cooperate with the Rehabilitative Services Division in their efforts to provide vocational training for the incarcerated.

Continue to increase the inmates' facilities so that they may be able to generalize from a confined and controlled environment to one of being supporting members of society.

### ACHIEVEMENTS

During FY73, the Adult Basic Education (ABE) Staff continued the development of its new teaching technique being utilized in their ABE inmate program. The technique is one developed on a programmed learning basis which employs maximum use of audio visual training aids. It allows for individual learning comparable with the students abilities. The ABE Program is meaningful to the inmate and it complements the other educational programs offered at Montana State Prison.

The Manpower Development and Training Act (MDTA) project continues to afford intensive skill training in the areas of automotive mechanics, culinary arts and meat processing. Vocational counseling, job development and field counseling have been essential adjuncts to the success of this project.

In September 72, the prison staff began an all out effort to find sources for the funding of a Post Secondary Education Program for the Incarcerated. In December, the State Board of Crime Control approved funds for a pilot program to be administered during the second half of the FY. The program was implemented on 2 January 73 with two evening courses being offered by the University faculty during winter quarter and again during spring quarter. Class enrollments averaged 17 and the instruction moved forward at a regular pace with final evaluations showing a grade distribution equal to students in the University setting. With

## PROGRAM DESCRIPTION

### EDUCATION (Continued)

the positive results, the State Board of Crime Control has approved the continuation of the Program for another year.

### PERFORMANCE INDICATORS

	FISCAL YEAR		
	<u>1971</u>	<u>1972</u>	<u>1973</u>
Cost			
Adult Basic Education Program	\$48,223.00	\$49,840.29	\$50,645.00
Manpower Development and Training	\$194,200.00	\$186,439.27	\$145,933.00
Performance			
ABE Program			
Inmates' Average Standard Achievement Test Score	7.7 grade	8.5 grade	
Number enrolled in academic classes	120	130	
Total possible student hours	16,585 hours	18,000 hours	
Teacher hours	7,780 hours	8,000 hours	
Number of GED Certificates granted	27	40	
Number taking correspondence courses	10	5	
MDTA Program			
Number of Vocational Training Courses			
(Open entry - open exit type)	3	3	
Number enrolled in Vocational Training Courses	70	101	

# PROGRAM DESCRIPTION

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## PROGRAM - RANCH & DAIRY

### GOALS

Provide and deliver beef, pork, milk, other dairy products, and eggs, to the state institutions at Galen, Warm Springs, Twin Bridges, Boulder, Helena, Miles City, Columbia Falls, Swan River, and Deer Lodge the year around.

### OBJECTIVES

Provide a well integrated overall plan for land utilization.

Achieve a balance of animal units in order to provide the beef needs for all institutions. This is to be accomplished by establishing and maintaining a feed lot operation.

Maintain accurate and usable records of production and usage in all phases of the operation.

Constantly seek means of increasing production at a lower cost of man hours and capital outlay.

Continue our efforts to stabilize ranch production.

### ACHIEVEMENTS

During FY73, several major studies were conducted in regard to ranch operations. The Ranch problem was evaluated by the Economist and Livestock Specialist, Cooperative Extension Service, Montana State University, during February 73. Their study recommended the establishment of a feed lot operation and a herd reduction to 2119 cattle. The study concluded that the feed lot operation would increase meat production of an ample nature to supply 550,000 pounds of beef to the institutions serviced, provide for a reduction in the ranch herd and a net annual savings even though some purchase of grain, hay and supplement would be necessary for the feed lot operation. The Range Survey conducted in April 73 by the State and district Soil Conservation Service reflected that the range was not capable of producing ample grazing for the 3,000+ cattle in the ranch herd. This condition was brought about by two consecutive, excessive, dry years and the overgrazing of the land. The construction of a feed lot began in April 73 under the supervision of the ranch manager and the plant manager and the first 200 cattle were put therein in June 73. The feed lot was built for a maximum capacity of 900 beef cattle. The anticipated date for completing the feed lot is 1 November 73.

In June 73 arrangements were made to sell a number of surplus beef cattle because of the range condition, the shortage of stock feeds and the rapid increase of feed costs.



## PROGRAM DESCRIPTION

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### RANCH & DAIRY (Continued)

With the prison ranch being charged with the responsibility of producing ample pork to meet the needs of those institutions serviced, plans were established to increase the swine herd to 1,200. The 30 June 73 inventory reflected a swine herd of 948.

The other ranch function - the dairy operation, hay production, grain production, crop rotation, and etc. were handled on a routine basis reflecting no major changes from past years of operations.

### PERFORMANCE INDICATORS

	FISCAL YEAR		
	<u>1971</u>	<u>1972</u>	<u>1973</u>
Cost	\$335,154.00	\$391,236.76	\$361,064.00

## PROGRAM DESCRIPTION

### PROGRAM - BUREAU OF IDENTIFICATION

#### GOALS

To maintain records on persons arrested in the State of Montana on felonies.

To provide law enforcement agencies with current data on activities on persons considered to be professional criminals who travel the State of Montana.

To maintain files on persons arrested in the State of Montana and those considered to be professional criminals consisting of method of operations, associates, vehicles and current activities.

To distribute to law enforcement agencies, publications and transcripts which will assist them in the performance of their duties.

#### OBJECTIVES

Legal reference under Title 82A, Chapter 8, Section 82A-802 (2), State Reorganization of Executive Department directs the transfer of this function to the Department of Law Enforcement and Public Safety. In view of the foregoing, the Bureau is to continue to function to meet its established goals and to prepare for the Bureau to be transferred to another major department with the least possible degradation in current performance. Executive Reorganization Order 3-72 directs the change to be accomplished during FY73.

Separate the Bureau files from the other records maintained for the prison; e.g. prison inmate records and files.

#### ACHIEVEMENTS

The physical moving of Bureau of Identification to Helena was accomplished on 1 March 73. The separation of Bureau files from the other records maintained for the prison; e.g. prison inmate records and files were accomplished without any degradation of mission performance.

At the close of the FY, 35 years of old prison records had been micro-filmed.

#### PERFORMANCE INDICATORS

	FISCAL YEAR		
	<u>1971</u>	<u>1972</u>	<u>1973</u>
Cost	\$43,363.00	\$53,637.78	\$49,317.00

# PROGRAM COST SUMMARY

	<u>FY1973</u>	<u>FY1972</u>	<u>Increase (Decrease)</u>
Administration	\$ 146,366	\$ 147,742	\$ (1,376)
Care & Custody	1,443,668	1,404,637	(1) 39,031
General Services	562,273	585,565	(2) (23,292)
Education	50,645	49,841	804
Ranch	361,064	391,237	(3) (30,173)
Bureau of Identification	49,317	53,638	(4,321)
Manpower Development & Training	<u>145,933</u>	<u>61,910</u>	<u>(4) 84,023</u>
TOTAL PROGRAMS	<u>\$2,759,266</u>	<u>\$2,694,570</u>	<u>\$ 64,696</u>
Personal Services	2,004,937	1,887,477	117,460
Operating Expenses	686,853	695,497	(8,644)
Equipment & Livestock	15,309	28,268	(12,959)
LEAA Grants	<u>52,167</u>	<u>83,328</u>	<u>(31,161)</u>
TOTAL BY CATEGORY	<u>\$2,759,266</u>	<u>\$2,694,570</u>	<u>\$ 64,696</u>
General Fund	2,419,144	2,223,841	195,303
Earmarked Revenue Fund	108,908	314,664	(205,756)
Federal & Private Revenue Fund	33,114	21,286	11,828
Law Enforcement Assistance Fund	52,167	69,384	(17,217)
Fire Clearance Fund	-0-	3,485	(3,485)
Manpower Development & Training	<u>145,933</u>	<u>61,910</u>	<u>84,023</u>
TOTAL FUNDING	<u>\$2,759,266</u>	<u>\$2,694,570</u>	<u>\$ 64,696</u>

- (1) Increase due to the rising cost of medical and surgical requirements for the inmates, and an increase in out-of-state housing costs for our female inmates.
- (2) Decrease was a result of less supplies purchased and repairs performed.
- (3) The decrease is due to less feed being purchased by the prison as a result of an exchange with Simmental Breeders, Cardston, Canada.
- (4) This increase resulted from MDTA being under state accounting for a full year. Previous year only included 5½ months activity.



ANNUAL REPORT  
OF THE  
SWAN RIVER YOUTH FOREST CAMP

(State Seal)

TO THE  
GOVERNOR OF MONTANA  
HONORABLE THOMAS L. JUDGE

FOR THE  
FISCAL YEAR ENDED

June 30, 1973



## SWAN RIVER YOUTH FOREST CAMP

P.O. BOX 99 SWAN LAKE, MONTANA 59601  
 MELA MOBILE  
 SUPERVISOR

## CAMP MEMBERS

W. GARDNER BOTTOMLEY GREAT FALLS  
 J. O. M. CROSS GLENDALE  
 FLOYD C. HAMILTON LIVINGSTON  
 WILLIS M. MCKEON MARIKA  
 JOHN W. STRIZICH M.D. HELENA

The Honorable Thomas L. Judge  
 Governor of the State of Montana  
 State Capitol Building  
 Helena, Montana 59601

Dear Governor Judge:

In accordance with the requirement of Section 82-4001 and 82-4002, R.C.M. 1947,  
 there is herewith transmitted to you the report of the Swan River Youth Forest  
 Camp covering the fiscal year ended June 30, 1973.

On July 1, 1973, the Swan River Youth Forest Camp was five years old. During  
 this time the youth camp has proved itself to be a highly successful rehabil-  
 itative institution.

During the past year it became evident that the State of Montana is making  
 more use of this facility.

With the completion of the Vehicle Building and the starting of a Pre-mechanical  
 Program the initial plans and goals are completed. Unless a program change is  
 made no more construction will be needed.

Effective management of the Executive Branch has been felt and appreciated by  
 the staff of the Swan River Youth Forest Camp.

Respectfully submitted,

PRINCIPAL OFFICES AND OFFICERS

DEPARTMENT OF INSTITUTIONS  
1236 E. 6th Ave., Helena

Edwin G. Kellner	Director
Lawrence E. D'Arcy	Deputy Director
Thomas L. Cooch	Administrator, Centralized Services Division
John G. Thomas	Administrator, Community Services Division
Geraldine C. Strong	Administrator, Reimbursement Division

SWAN RIVER YOUTH FOREST CAMP  
P.O. Box 99, Swan Lake

Melvin R. Mohler	Superintendent
Gerald E. Underwood	Assistant Superintendent
Donald A. Huve	Director of Counseling

BOARD OF INSTITUTIONS

OFFICER

TERM OF OFFICE	HOME ADDRESS
Willis H. McKeon, Chairman 1-9-73 to 1-3-77	425 S. 1st Ave. W., Malta
Richard V. Bottomly, Member 7-2-69 to 7-1-74	1101 11th N.E., Great Falls
John M. Cross, Member 7-1-70 to 7-1-75	1510 E. Ames Wye, Glendive
Floyd C. Hamilton, Member 7-2-71 to 7-1-76	East of Livingston
John W. Strickich, M.D., Member 7-31-73 to 1-3-77	1500 Cannon, Helena

## LEGAL REFERENCES

### GENERALLY

The Swan River Youth Forest Camp is included in Title 80, Chapter 14 - State Department of Institutions.

- 80-1403. Institutions in Department.
- 80-1410. Establishment of Juvenile correctional facilities.
- 80-1411. Control and management of Juvenile correctional centers.
- 80-1412. Youth Forest Camp - Work Program State Forester.
- 80-2210. Commutation of sentence of person under 21 and transfer to Youth Camp and transfer to Youth Camp of person under 25 from Montana State Prison.
- 10-611. Direct Commitment to Youth Camp.
- 10-612. Commitment procedure.

### SPECIAL

Administrative action established the following programs:

1. Administration
2. Counseling and Supervision
3. General Services
4. Education and Training



## PRINCIPAL GOALS

The Swan River Youth Forest Camp has those fundamental responsibilities that any youth-centered, treatment oriented institution should carry in meeting the needs of its wards. For many institutionalized young men, a youth forest camp carried these responsibilities better than any other type of existing pattern. One important contribution to treatment or rehabilitation that the youth forest camp makes is in the positive youth-adult relationship that is established. The youth camp is an appropriate vehicle that provides opportunity for vital relationships, and positive interaction between a young man and adult.

The youth camp now receives commitments from three sources; namely, transfers from Pine Hills School and Montana State Prison and direct commitments from the courts. Our main goal then becomes one in which the youth camp meets the need of all of these persons and thus better serves the State of Montana. The increased use of direct commitments is encouraging. The youth camp can perhaps meet their needs better than any other institution as it provides a more relaxed and positive milieu. Much of the hostility and tension is abated after adjustment is made to our open and positive programs with much more responsibility being placed upon these individuals.

Further, the camp setting, together with the program, provides opportunity for the personal involvement of the young man, and through this involvement, self-worth and self-respect increase. All of this provides the avenue for the return to society of a well-adjusted, happy, and healthy young man who can make correct decisions and who is willing to make a positive contribution.

## MAJOR ACCOMPLISHMENTS

1. The direct commitment rate has increased considerably and is now approximately 40% of our commitments.
2. The vehicle building is completed and a Pre-mechanical Program is being developed. The youth camp owns the building and the equipment while the State Forester has provided a mechanic instructor. In addition to giving mechanical experience to trainees and a chance to evaluate their ability and potential, this program also gives an opportunity to repair and rebuild State Forestry equipment. It provides a facility that was not available before.
3. The Education Program is fantastic and successful beyond all expectations. During the past fiscal year 19 GED certificates were issued making a total of 25 for the first two years of program operation. Many other students were helped who did not need GED certificates.

It will be necessary for the state to provide budget support for this venture as Title I funds are not enough to cover the cost of the operation. After Title I expires the state must then assume full responsibility.

4. The State Forester Work Program returns more than \$60,000 annually to the State of Montana.
5. The University of Montana staff training program is being expanded and is being offered state-wide to all institutions. A Crime Control grant is making this possible.
6. The grounds continue to look better as we are constantly doing landscape improvement as time and funds allow.
7. Our recidivism rate is 12% for the first five years of operation.
8. A study completed recently by Rehabilitative Services Division shows that our success ratio is very outstanding. It appears that over 80% of our releases are "making it" on their first release.

## PROGRAM DESCRIPTIONS

### PROGRAM -- ADMINISTRATION

#### GOAL

To continue to provide overall direction of the total youth camp program and to endeavor to provide an overall program that will serve the needs of Montana. Paphagia has been placed on the continuation of the good relationship that exists between the other cooperating state agencies, namely, State Forester, and Rehabilitative Services Division.

#### OBJECTIVES

1. Encourage even greater use of direct commitments.
2. To do "our part" in aiding "EFFECTIVE MANAGEMENT OF THE EXECUTIVE BRANCH".
3. Provide fiscal responsibility.
4. Provide confident and capable leadership of total camp operation.
5. Continue to refine and implement treatment techniques.
6. Continue to administer effective fiscal control and management methods.

#### ACHIEVEMENTS

Direct Commitment is very successful.

The youth camp is becoming one of the very best rehabilitative centers in the nation.

The Pre-mechanical Program is now fully operational.

#### PERFORMANCE INDICATORS

	.....FISCAL YEAR.....	
	1971-72	1972-73
Annual Per Capita Cost	\$9,793.21 (1)	\$7,971.82
Daily Per Capita Cost	26.83	21.84
Ratio ADP to FTE	1.28 to 1	1.68 to 1
Mileage Youth activities	23,000	25,000
Number requisitions processed	93	65
Number claims processed	567	517

(1) per capita cost do not include ESEA Title I Educational grant.

## PROGRAM DESCRIPTIONS

### PROGRAM -- COUNSELING AND SUPERVISION

#### GOAL

The principal task of this program is to aid in the development and maturation of a young man who is happy, well motivated, able to make proper decisions and who is on the way to becoming self-dependent with the ability to function in the community without further difficulty.

#### OBJECTIVES

To continue to develop and refine group living and individual and group counseling as a part of a treatment oriented program.

To continue to hold the life of a young man as paramount in our treatment program and to determine individual needs as is related to his adjustment.

To continue to establish and build a positive relationship between all residents and staff and to continue to improve upon an already outstanding relationship that exists.

To provide sound planning, leading toward eventual release and placement -- all within a framework dedicated to doing this in as short a time as possible so that the period of institutionalization is as short as possible.

To provide adequate medical and dental care with cooperation of Rehabilitative Services Division.

#### ACHIEVEMENTS

The recidivism rate continues to hold steady at 12%. A recent custody examination of placements reveals that most are making it.

The Counseling and Supervision Program continues to be successful and meaningful. We hear from former youth many times relative to the help that they received while here.

The staff development and training program is highly successful and will be continued and improved and hopefully will be a continuous year after year program.

The maintenance of a high level of camp spirit or milieu is very important and pleasing to see it remain so high.

The Mental Health Center is being utilized to provide evaluation for direct commitments.

#### PERFORMANCE INDICATORS

.....FISCAL YEAR.....

	1971-72	1972-73
Average Daily Population	23	32

# PROGRAM DESCRIPTIONS

## PROGRAM -- COUNSELING AND SUPERVISION (Continued)

<u>PERFORMANCE INDICATORS</u>	<u>.....FISCAL YEAR.....</u>	
	1971-72	1972-73
Average Length of Stay (months)	5	5
Average Caseload per counselor	5.2	6.6
Average Number FTE	11.0	11.6
New Admissions	51	73
Re admissions	15	14
Return from Aftercare	6	12
Discharges	12	26
Transfers to Other Institutions	10	11
Number Participating in Title I Program	48	59

## PROGRAM DESCRIPTIONS

### PROGRAM -- EDUCATION AND TRAINING

#### GOAL

Develop an individualized training and educational plan for each young man that is based upon his aptitude, ability, and interest. These plans are structured to be applicable to his situation upon his release from the youth camp.

#### OBJECTIVES

Determine interests and ability through objective testing and subjective evaluation.

Motivate individuals to achieve their potential abilities.

Provide guidance to individuals that will lead them to areas of occupation and learning in which they are likely to succeed.

Provide self-help opportunities to each camp resident.

Encourage further training if feasible for residents after they are released from the youth camp.

Refine and reinforce job sampling program.

Develop a meaningful means of evaluating ability and potential of trainees in the Pre-mechanical Program.

#### ACHIEVEMENTS

Individualized resident need oriented Title I ESEA school program is operational.

Provided materials and instruction pertaining to Indian culture.

Educational and training abilities, achievements and goals incorporated into case reviews for individual resident planning for release.

In cooperation with Rehabilitative Services Division, tattoo removal, dental work, and corrective surgery was provided to residents needing such services.

#### PERFORMANCE INDICATORS

.....FISCAL YEAR.....

	1971-72	1972-73
Number enrolled in Title I ESEA Program	51	59
Number of GED certificates earned	9	13

# PROGRAM DESCRIPTIONS

## PROGRAM -- EDUCATION AND TRAINING (Continued)

<u>PERFORMANCE INDICATORS</u>	<u>.....FISCAL YEAR.....</u>	
	1971-72	1972-73
Average number assigned to State Forester	17	20
Value of work for State Forester	\$36,270	-- (1)
Man days worked for State Forester	1,746	-- (1)

(1) final figures not available from State Forester for Fiscal '73.

# PROGRAM DESCRIPTIONS

## PROGRAM -- GENERAL SERVICES

### GOAL

Maintain a clean, well organized, sanitary, neat appearing physical plant. Maintain inventory control to aid in the efficient operation of the camp and to assist in the rehabilitation programs.

### OBJECTIVES

Continue a preventative maintenance schedule.

Carry out systematic painting schedule.

Utilize fuel and oil storage and do vehicle maintenance to reduce operation cost.

Serve wholesome, nutritious meals at lowest cost possible.

Sell clothing to residents as authorized by legislative action.

Maintain record system of maintenance and repairs including time and man hours.

Continue to improve upon the pre-mechanical program and to fully utilize the new vehicle building for both training and indoor recreation.

### ACHIEVEMENTS

Developed the pre-mechanical program after the contractor completed the vehicle building.

Initiated broader maintenance program utilizing mechanical building and equipment eliminating some of the need for outside hiring of repair and maintenance work done.

Provided 37,596 meals.

Refined food service operation reducing meal cost from \$ .395 to \$ .361 per meal.

### PERFORMANCE INDICATORS

.....FISCAL YEAR.....

	1971-72	1972-73
Number of Meals Served	31,320	37,596
Cost Per Meal	\$ .395	\$ .361
Clothing Sales	\$3,995.91	\$7,941.81



# PROGRAM COST SUMMARY

<u>PROGRAM</u>	<u>FY 1971-72</u>	<u>FY 1972-73</u>	<u>Increase (Decrease)</u>
Administration	\$ 49,872.80	\$ 48,503.73	\$ 1,369.07
Counseling and Supervision	100,519.79	101,224.40	704.61
Education and Training	38,054.20	31,668.01	6,386.19
General Services	<u>69,580.29</u>	<u>73,025.99</u>	<u>3,445.70</u>
TOTAL PROGRAMS	\$258,027.08	\$254,422.13	\$ 3,604.95
Personal Services	\$162,706.12	\$166,362.67	\$ 3,656.55
Operating Expenses	72,417.37	79,168.51	6,751.14
Equipment	<u>22,903.59</u>	<u>8,890.95</u>	<u>14,012.64</u>
TOTAL BY CATEGORY	\$258,027.08	\$254,422.13	\$ 3,604.95
General Fund	\$186,443.42	\$190,607.00	\$ 4,163.58
Federal and Private Revenue Fund	71,583.66	57,743.28	13,840.38
Clothing Store Revolving Account	<u>                    </u>	<u>6,071.85</u>	<u>6,071.85</u>
TOTAL FUNDING	\$258,027.08	\$254,422.13	\$ 3,604.95



ANNUAL REPORT  
OF THE  
MONTANA VETERANS' HOME  
Columbia Falls, Montana  
TO THE  
GOVERNOR OF MONTANA  
HONORABLE THOMAS L. JUDGE  
For the Fiscal Year Ended  
JUNE 30, 1973

State of Montana

Montana Veterans' Home



GOVERNOR  
THOMAS L. JUDGE  
DIRECTOR, DEPARTMENT OF INSTITUTIONS  
EDWIN G. KELLNER  
BOARD MEMBERS  
WILLIS M. MCKEON, MALTA CHAIRMAN  
RICHARD V. BOTTOMLY, GREAT FALLS  
JOHN M. CROSS, GLENDIVE  
FLOYD C. HAMILTON, LIVINGSTON  
JOHN W. STRIZICH, M. O., HELENA

SUPERINTENDENT  
RICHARD P. WALSH  
P. O. BOX 250  
COLUMBIA FALLS,  
MONTANA  
59912

September 28, 1973

The Honorable Thomas L. Judge  
Governor of the State of Montana  
Capitol Building  
Helena, Montana 59601

Dear Governor Judge:

In accordance with Section 82-4002, R.C.M. 1947, we herewith transmit the report of the Veterans' Home for the fiscal year July 1, 1972 - June 30, 1973.

Major accomplishments during the year included:

Planting 5,000 tree seedlings from the State Forestry with help from Swan River Youth Camp.

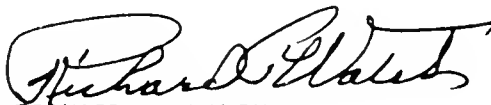
Planting 3 acres of garden produce and 10 acres potatoes.

Utilization of the new root cellar for storing produce.

"Memorial Foundation" established with first memorial to be a new entry. It will have a 30' width between two 12' wide rock gateway-planters. The entry was designed by the former landscape architect, R. Mayer, and will be built this fall.

We look forward to further accomplishments while holding the line on expense as we enter a near capacity situation in the Domiciliary. In addition there will be a considerable increase in staff and nursing care membership as of January 1, 1974.

Sincerely,

  
RICHARD P. WALSH  
Superintendent  
MONTANA VETERANS' HOME

ANNUAL REPORT  
of the  
MONTANA VETERANS' HOME  
1972-1973

T A B L E O F C O N T E N T S

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PRINCIPAL OFFICES AND OFFICERS

ADMINISTRATIVE

Box 250 Columbia Falls

Office located South Corridor of New Facility

Superintendent	Richard P. Walsh
Accountant	Robert G. Feenan
Accounting Clerk	Jacqueline Armstrong
Clerk-Steno, part time	Lily I. Harwood

ADVISORY BOARD

This group of interested persons continue to be a valuable asset to the Home, and it is largely through their interest that the Memorial Foundation has been incorporated.

J. Hugo Aronson	Veterans' Home, Columbia Falls
Howard Austin	Rt. 4, Creston
Dr. W. F. Bennett	532 7th St. West, Columbia Falls
Joe Crosswhite	N. W. of Columbia Falls
Harris Endreson	1219 5th Ave. W., Columbia Falls
Rev. Robert Hartman	St. Mary's Church, Helena
Melvin Kastella, Chairman	25 Central Ave., Whitefish
William Liddicoat	169 3rd Ave. E. N. , Columbia Falls
Fred Metcalf	770 Main N., Kalispell
Stephan Rowlan	Flathead Drive, Kalispell
George Siderius	Somers Stage, Kalispell
Lorin Wilcox	Veterans' Home, Columbia Falls
John Austin	Highway 93 S., Whitefish

MEMORIAL FOUNDATION

Howard Austin, Chairman - James Cumming, Attorney - Harris Endreson - William Liddicoat - Melvin Ruder; Columbia Falls

The Memorial Foundation will be solely interested in seeing that memorials and bequests are used for the good of the Home and its membership. It is comprised of local business men for the purpose of handling such contributions.

## LEGAL REFERENCES

The Montana Veterans' Home was established by an act of the State Legislature, Fourth Legislative Assembly in 1895 and known as the "Soldier's Home" at Columbia Falls.

Title 7, Section 5, Chapter 199 in the 1965 Rules and Regulations on admission, custody, transfer and release of residents and the custody, expenditure and receipt of moneys at institutions.

Title 7, Section 20 - Name to be known as "Montana Veterans' Home" providing home and subsistence for honorably discharged veterans, and wives or widows, as space permits.

Title 7, Section 22 - Eligibility requirements:

- (1) Honorably discharged U. S. armed forces veteran, or wife or widow of a veteran.
- (2) Semi-invalid unable to earn a livelihood as a result of disability, and ambulatory.
- (3) Two years residency, prior to application for admission, in Montana.
- (4) Not having been convicted of a felony or a crime involving moral turpitude.
- (5) Non-alcoholic or having a history of habitual inebriation.
- (6) Women, minimum of 50 years age.

## PRINCIPAL GOALS

ADMINISTRATION PROGRAM - To expand the services provided by the current staff in order to reach our maximum goal of 100 in the Domiciliary. The membership has increased from a total of 59 to 88 during the past five years, and twelve more veterans will occupy the upstairs in the Mens' Building as soon as the smoke detection system is installed. Responsible for State and Federal government records and maintaining a pleasant and cheerful atmosphere at the Home.

CARE AND SERVICES PROGRAM - To provide a clean Home and tasty nutritional meals for the members who are charged by the State according to their ability to pay. This is based on a sliding scale, with no charge to those with incomes of less than 100.00 per month, and a maximum charge of 128.65 per month for those with incomes exceeding 300.00 per month. 3.50 has been received from the Federal government for per diem. Beginning September 1, 1973 the Veterans' Administration will pay 4.50 per day, for eligible veterans.

Our goals encompass utilization of the fertile land for garden produce and we have doubled our efforts over the past year. We intend to plant even more next year. Members who have been willing and able to help with the flowers and gardens have benefited health-wise. It is still the main goal of the Home to provide for those who are no longer able to make a living, or care for themselves as a result of age, sickness or injury, and particularly those who are most needy and appreciative.

NURSING CARE PROGRAM - We are nearing our goal to provide nursing care for those veterans, and some wives or widows who cannot be cared for in the Domiciliary. The members who qualify will be transferred from the Domiciliary to the Nursing Care wing before others are admitted. We have several who must be cared for, due to their deteriorating health factors.



## MAJOR ACCOMPLISHMENTS

ADMINISTRATION - We have established a budget that we have been able to live within while making some progress in improving the over-all needs of the Home.

We have continued to establish communication between employees and members alike, and this has attributed to a relaxed atmosphere to give our elderly veterans an opportunity to spend their declining years in dignity. We are striving to make this a Home where any person who qualifies can appreciate the services provided and will be able to benefit from them.

CARE AND SERVICES - The garden continues to be our largest and most productive project, and furnished us with enough potatoes to last until May this year. We are currently caring for a garden of 10 acres of potatoes and 5 acres of other vegetables. The potatoes were planted with the help of the Swan River Youth Camp. Cherries were picked by members and employees at a Bigfork cherry orchard. A Home member, retired from the State Nursery, was in charge of planting flowers this year, supervising volunteer membership workers. The floral results are profuse and colorful.

The 1600 feet of 6" cast water line was ordered for the future extension for increased fire protection to comply with recommendation of the State Fire Marshal.

All but one room in the Mens' Dorm have had the new colorful fire resistant draperies installed. All have been donated by the V.F.W. auxiliaries at a cost of over 1,200.00.

Our next great improvement will be a new wider entrance, 30' which will be constructed by a local mason of rock. Each side will be 8' high and 12' wide with a planter at the base of each. They will be lighted. The entry will be paid for by donations and memorials to the Memorial Foundation.

NURSING CARE - Currently being accomplished is the construction of the nursing care wing to be operated in conjunction with the present Domiciliary. The administrative personnel (1 employee) is being included under administration. The additional cooking, food service and laundry help required (4 employees) will be in the care and services division. The nursing staff being considered as adequate to care for the 40 patients around the clock are: 1 Nursing Director and 1 part time Registered Nurse, 3 LPNs, 2 Custodians and 9 Nurses Aides. For the most part construction is progressing very satisfactorily. Two problems

-5-  
MAJOR ACCOMPLISHMENTS  
con't.

NURSING CARE - con't.

that have been encountered are the light pole having to be moved before a sidewalk can be poured and a manhole is at the foot of the main walkway. It is presumed that final completion will be in November and the scheduled opening will take place on January 1, 1974.

PROGRAM INVENTORY AND COST ANALYSIS

ADMINISTRATION PROGRAM 01

	1971-2	1972-3
PERSONAL SERVICES	27,063	28,394
OPERATIONS	4,541	4,887
CAPITAL	<u>136</u>	<u>          </u>
	31,740	33,281

The State General Fund provided 33,281 for this fiscal year. The increase is mainly in personal services.

The Superintendent and two employees comprise this program and handle the work requirements for a membership that has averaged 74.2 this past year. This is up from 69.1 the previous year.

Federal income realized from the 3.50 per diem of veterans reflects an increase over the previous year of 6,961.50. The total collected was:

	1971-2	1972-3
Federal Aid	71,067.50	78,029.00

Amount of reimbursement to the Department of Institutions by the members of the Home, from July 1, 1972 to June 30, 1973, amounted to 46,217.61. Within the next few months we will be adding one employee to our staff in preparation for the added work load from the Nursing Home. Revenue Sharing funds will be available to help pay the cost of operations in the extended care facility.

PROGRAM INVENTORY AND COST ANALYSIS

CARE AND SERVICES PROGRAM 02

	1971-2	1972-3
PERSONAL SERVICES	127,782	138,920
OPERATIONS	60,852	61,649
CAPITAL	<u>4,199</u>	<u>5,532</u>
	192,833	206,101

The State General Fund provided 129,601 and the Federal government 76,500 of this program the past year. The increase is mainly in personal services.

Twenty employees are employed in this program. However, it is with the help of the members that we have been able to achieve a great deal toward reducing the cost of the food and maintain the beauty of the grounds and cemetery. We have also been availed of the services of three Emergency Employees Act employees for most of the year, and in addition, ~~two~~ Work Study employees for the summer of 1972. All concerned take pride in the Home.

Beginning September 1, 1973 the per diem from the Federal government will increase from 3.50 to 4.50 per eligible veterans, or  $\frac{1}{2}$  under \$9 cost. Domiciliary care is being provided for up to 100 members who are housed in three main buildings. The new facility built in 1970 houses 55. The Mens' Dorm built in 1948 is filled with 20 veterans. The oldest building, built in 1913, is being filled gradually, as it is hoped that the smoke detection system can be installed before the upstairs rooms are occupied. It may be early next year before the installation can be started. In the meantime, the downstairs is full.

PROGRAM INVENTORY AND COST ANALYSIS

NURSING CARE PROGRAM 03

Approximately nineteen employees will be employed in the new wing, scheduled for an opening date of January 1, 1974. Since many applications have been received already, it is presumed that the facility will therefore be filled to capacity shortly after opening. Some of the Domiciliary veterans will be transferred. It is only because of the nearness of the extended care that some of the members are being kept in the Domiciliary.

Beginning September 1, 1973 the per diem from the Federal government will increase to 6.00 per day in the nursing care division.

Construction is entering the final phase and the Contractor expects the completion by November 1973.

## PROGRAM DESCRIPTION AND PERFORMANCE ANALYSIS

ADMINISTRATION - Maintain records required by State and Federal government regarding membership as well as the details and procedures concerning their welfare.

The objective is to create a dignified and home-like atmosphere where members can retain their individuality and sense of privacy while belonging to a group. We have provided a staff of cheerful and kind employees who are capable of carrying out the duties involved in caring for the elderly membership. These employees take an interest in knowing the members as individuals and are concerned with the welfare of each.

CARE AND SERVICES - Provide for health needs and comfort of veterans, wives or widows who are no longer able to make a living or care for themselves as a result of age, sickness or injury. To maintain the plant and grounds in order to obtain the greatest efficiency and beauty.

The objective is to provide the personnel who are interested in and able to perform their duties. Also utilization of the resources available, and in particular, the land.

We purchased a two row potato planter at a great savings due to a local farmer going out of business. This enabled us to double the production of our ten acre patch and it will provide enough potatoes for all of our use, as well as some for the Youth Camp. We harvested 3,308 lbs. of beans, beets, cabbage, carrots, corn, cucumbers, onions, parsnips, peas, rhubarb, squash and other vegetables. 4,450 lbs. of potatoes were grown. 122 gallons of canned jellies, pickles, cherries, berries, etc. were put up.

NURSING CARE - To provide extended care for those whose health needs require additional service than can be provided in the Domiciliary.

The objective is to be able to provide for such needs as dietetic meals, dressings changed, catheters, problems dealing with senility, bed patients, wheel chair and amputee patients, etc.

We have spent considerable time in analysis of the requirements of this nursing home unit in anticipation of its operation. We have tried to take into consideration the amount of money available and the necessary equipment to be purchased and we have started this phase. We have also given much thought to the personnel required and the experience and type of people this facility will employ.

ADDENDUM

	1971-2	1972-3
PERSONAL SERVICES	154,845	167,314
OPERATIONS	65,393	66,536
CAPITAL	<u>4,335</u>	<u>5,532</u>
	224,573	239,382
State Appropriation 13211 Administration Salaries		28,394
" 13212 " Operations		4,887
" 13213 Care & Services Salaries		62,420
" 13214 " Operations		61,649
" 13321 " Capital		5,532
Federal Aid 43074 Care & Services Salaries		<u>76,500</u>
		239,382

MEMBERSHIP

	1971-2	1972-3
Total Days of Care	25,229	27,111
Average Daily Membership	69.1	74.2
Average Per Diem Cost	8.67	8.63





ANNUAL REPORT  
OF THE  
WARM SPRINGS STATE HOSPITAL



TO THE  
GOVERNOR OF MONTANA  
HONORABLE TOM JUDGE

FOR THE  
FISCAL YEAR ENDED  
JUNE 30, 1973



State of Montana  
WARM SPRINGS STATE HOSPITAL  
Warm Springs, Montana 59756

Honorable Tom Judge  
Governor  
State of Montana  
Helena, Montana 59601

Dear Governor Judge:

In accordance with the requirements of Section 82-4002, R.C.M. 1947, there is herewith transmitted to you the report of the Warm Springs State Hospital covering the Fiscal Year ended June 30, 1973.

Notable achievements during the previous year primarily related to improved patient care and treatment. Although total patient admissions increased, utilization of modern diagnostic and treatment methods at all program levels within the capacity of our resources prevented a large increase in the total census. Substantial strides have also been made in the extension and implementation of a state-wide Comprehensive Mental Health program with the State of Montana being divided into five regions utilizing state, local and Federal funding. Additional statistical data is contained in the following program reports.

To further enhance improved patient care as well as to assure licensed administration of medications throughout the institutional system, an L.P.N. school program was developed and implemented in 1971 and continues with the cooperation of E.S.C. and the Department of Institutions staff and monies. We are hopeful of its continuance thru the next fiscal year.

Your cooperation and assistance relative to the operation of this agency is sincerely appreciated.

Respectfully submitted,

Stanley J. Rogers, M. D.  
Superintendent and Director  
Division of Mental Hygiene

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PRINCIPAL OFFICES AND OFFICERS

DEPARTMENT OF INSTITUTIONS  
1236 E. 6th Ave., Helena

Edwin G. Kellner	-----	Director
Lawrence E. D'Arcy	-----	Deputy Director
Thomas L. Gooch	-----	Administrator, Centralized Services Division
John G. Thomas	-----	Administrator, Community Services Division
Geraldine C. Strong	-----	Administrator, Reimbursement Division

WARM SPRINGS STATE HOSPITAL

<u>Officers</u>	<u>Home Address</u>
Stanley J. Rogers, M.D. Superintendent and Director	Box 115 Warm Springs, Montana 59756
Willis H. Crosswhite Hospital Administrator	Box 176 Warm Springs, Montana 59756
Thomas F. Powers Business Services Director	2120 Whitman Avenue Butte, Montana 59701

PRINCIPAL ADMINISTRATIVE OFFICE  
WARM SPRINGS STATE HOSPITAL  
WARM SPRINGS, MONTANA 59756

BOARD OF INSTITUTIONS

<u>OFFICER - TERM OF OFFICE</u>	<u>Home Address</u>
Willis M. McKeon, Chairman 1-9-73 - 1-3-77	425 S. 1st Ave. W. Malta, Montana 59538
Richard V. Bottomly, Member 7-2-69 - 7-1-74	1101 11th N. S. Great Falls, Montana 59401
John M. Cross, Member 7-1-70 - 7-1-75	1510 E. Ames Wye Glendive, Montana 59330
Floyd C. Hamilton, Member 7-8-71 - 7-1-76	East of Livingston Montana
John W. Strizich, M.D., Member 7-31-73 - 1-3-77	1500 Cannon Helena, Montana 59601

LEGAL REFERENCES  
WARM SPRINGS STATE HOSPITAL

Generally:

Statutory authority relating to the operation of the Warm Springs State Hospital is contained in Title 38, Chapter 1, Revised Codes of Montana 1947 and in Chapter 266, Montana Session Laws of 1963, establishing the Board of Institutions.

Operating policies necessary to administer statutory requirements are contained in Laws for the Department of Institutions dated 8/67 and Addenda to the Laws for the Department of Institutions dated 9/69.

The following programs, operating within the Warm Springs State Hospital authority are covered under the foregoing legislation:

- Administration
- Care and Treatment
- General Services & Physical Plant
- Alcoholic Treatment & Rehabilitation
- Canteen and Recreation Hall

Statutory authority relating to the Division of Mental Hygiene is contained in Title 28-1003, R.C.M., 1947. Montana's Comprehensive Mental Health Program has its legislative base in Senate Bill #85 passed by the Montana Session Laws-1967 relative to the formation and operation of the Comprehensive Community Mental Health Centers.

Education of Handicapped Children - P.L. #89-10

(Title I - Elementary and Secondary Education Act)

## PRINCIPAL GOALS

The principal goal of the Warm Springs State Hospital is to provide the optimum care and treatment to the mentally ill residents of the State of Montana and to maintain programs capable of effectively utilizing advanced techniques in such care and treatment. In this respect, appropriate research and remedial action must be constantly available and incorporated into the service structure.

The Unit System initiated in fiscal 1967 is continuing to be implemented whereby patients entering the hospital from any of three geographic areas are treated throughout their hospital stay by three separate treatment teams. Progress is continuing in identifying unit area programs, i.e., Western, Central, Eastern, in medium and long-term care wards as well as in the Receiving Hospital section. Although statistics reveal a slight increase in the average daily patient population, rate of admissions, has increased. Statistics reflect the continuing trend at the Warm Springs State Hospital, i.e., increased number of people admitted, treated and discharged and the prevention of substantial increase in the overall resident population, to the extent our appropriation will allow modern treatment methods, equipment and staffing will be devoted to reducing the resident patient population.

In addition to the Unit System Program care is offered in all diagnostic categories, including patients facing criminal charges, transfers from Montana State Prison and other institutions, geriatric and alcoholic problems, severely retarded and physically handicapped patients, patients with complicating medical and/or surgical problems in addition to their primary psychiatric problems. A successful federally funded drug abuse program has been in operation since October of 1972.

The responsibility for the federally funded NARA drug program which Warm Springs State Hospital successfully applied for as well as the comprehensive community mental health program previously administered and implemented by Warm Springs State Hospital is now directly under the Department of Institutions.

Psychiatric consultation continues to be provided at various other institutions and much staff time is involved in ongoing public education programs, providing speakers and panels for both lay and professional groups.

Establishment of special category psych-aide trained to cope with growing number of forensic evaluation admission and to provide security as well as medical and psychiatric care for such individuals.

WARM SPRINGS STATE HOSPITAL

## ADMINISTRATION PROGRAM

### - GOAL

Provide comprehensive supervision and surveillance of all physical and operational functions, including budget, accounting, purchasing, personnel security and maintenance of physical plant, to effectuate maximum efficiency concurrent with healthy morale among all categories of patients and employees.

### - OBJECTIVES

More effective inventory and procurement control through establishment of Property Control Office charged with maintenance of stringent control of all expendable and non-expendable properties.

### - ACHIEVEMENTS

Reorganization of principal office staff, combining business manager and personnel office. Completed comprehensive inventory of both expendable and non-expendable property, and have established more efficient control over their issuance and utilization. Maintained companion system of accounting procedures to effectuate complete transition, by June 30, 1973, to the statewide system.

### - PERFORMANCE INDICATORS

<u>FACTOR</u>	<u>FY 1972-1973</u>	<u>FY 1971-1972</u>
Average number of full-time employees	708	680
Ratio of average daily population to full-time employees	1.53	1.60

## CARE AND TREATMENT

### - GOAL

Provide care and treatment for people who are mentally ill and for geriatric patients. Provide evaluation of mental conditions, upon request, of persons who are involved in criminal or other legal actions.

### - OBJECTIVES

Effectively administer all psychiatric and medical treatment required by a patient, and add impetus to patient return to local community society. Establishment of special category psych-aide trained to cope with growing number of forensic evaluation admissions and to provide security as well as medical and psychiatric care for such individuals.

### - ACHIEVEMENTS

Up-grading and staff development of personnel through in-service training programs by institutional instructors using federal funds. Licensed administration of medications on all wards; improvement and perpetuation of hospital setting as opposed to former custodial atmosphere; also afforded increased number of psychiatric consultation and evaluations for other units of the Department at such facilities. Graduated first class of LPN's in December, with 19 of 22 graduates accepting employment at this and other institutions. Occupied new hospital annex.

### - SPECIAL DUTY AIDE SCHOOL

Established and financed with Public Services Careers monies (Federal Funds). Initiated program, by restricting hours and prohibiting some assignments, to lessen dependence upon patient labor to conduct operations.

### - PERFORMANCE INDICATORS

<u>FACTOR</u>	FY 1972-1973	FY 1971-1972
Number of Patients in Resident as of June 30	1,065	1,105
Number of Patient Day's Care Rendered	396,041	428,197
Average Daily Census	1,085	1,169
Number of Admissions	2,851	3,082
Number of Discharges	2,890	3,144

(The true total effect on our staff and physical resources is mainly impacted by the last two figures.)



## GENERAL SERVICES AND PHYSICAL PLANT

### - GOAL

To provide complete and uninterrupted Food, Laundry, Maintenance and Fire Protection services in order that the safety, treatment and well being of patients are insured.

### - OBJECTIVES

By efficient use of appropriations to improve all general services and the condition of the physical plant to comply with medicare, medicaid and license standards so that patient care and treatment may progress at the optimum.

### - ACHIEVEMENTS

Improved several hundred lineal feet of street and sidewalks.

Made considerable changes in patient occupied buildings relative to fire and safety.

Initiated improved food distribution to buildings occupied by patients that cannot be fed in central dining facility.

New maximum security building near completion.

As a result of losing patient and ancillary space from fire of December 6, 1972, numerous structural changes and internal modifications to accomodate overflow were completed by staff craftsmen.

Replaced 975 feet of old main sewage line.

Reorganized department to provide clearer delineation of areas of responsibility and improve efficacy of operations.

## COMMUNITY MENTAL HEALTH SERVICES PROGRAM

### - GOAL

The division of Mental Hygiene operates three clinics in Butte, Helena and Great Falls and is responsible for the overall supervision and control of three regional comprehensive mental health centers. The Mental Health Centers provide the following five essential elements of service: 1) Short-term 24 hour inpatient services (in the local general hospital); 2) Outpatient services; 3) Partial hospitalization (day-care, night-care and weekend-care); 4) Emergency 24-hour service in one of three elements listed above; 5) Public information and education services (mental health consultation to schools, ministers, physicians, courts, police, welfare and other service agencies in the communities.)

### - OBJECTIVES

The eventual establishment of five complete comprehensive health regions. Provision of psychiatric treatment required by each patient as quickly as possible and as near as possible to the patient's home environ.

### - ACHIEVEMENTS

Establishment of third Mental Health Region #2 (Great Falls).

### - PERFORMANCE INDICATORS

<u>FACTOR</u>	<u>FY 1972-1973</u>	<u>FY 1971-1972</u>
Patient Load as of June 30	6,617	6,273
Admissions During Year	4,961	4,489
Terminations During Year	4,617	3,125

At close of fiscal year, responsibility for this program was transferred to Central Office. Hospital retains responsibility for Butte Clinic.

## CANTEEN AND REC HALL

### - GOAL

Provides patients with two outlets in clean, modern, orderly settings to obtain snacks, coffee and fountain services in company with relatives, visitors and other patients. Sundry personal and seasonal items provided on non-profit basis.

### - OBJECTIVES

Encourage early return to community-society through basic therapeutic association with members of both sexes in non-institutional setting.

### - ACHIEVEMENTS

Initiated system of selling patients coupon books at discount in order to raise prices to keep up with inflationary trend without destroying therapeutic value to patients.

## ALCOHOL ABUSE TREATMENT

### - GOALS

Continuation and improvement of the established treatment and rehabilitation program and to provide programs of public education and information on alcohol abuse to assist Montana communities by establishing local services for alcohol abuse treatment, after care and follow-up. Provide, through training and the establishment of criteria, professional counselors for treatment and rehabilitation programs.

### - OBJECTIVES

Establishment of follow-up and after care programs in the communities for alcohol abusers. Provide professional evaluation and treatment for alcohol abusers through the establishment of criteria, a Board for the professional licensing of counselors-alcoholism, and training programs. Through study, recommend changes in admission procedures to enable alcohol abusers to seek early treatment and rehabilitation.

### - ACHIEVEMENTS

Changes in the educational part of the treatment program to broaden the scope of subject materials covered. The writing of criteria and training program for counselors alcoholism. Community conferences and seminars on alcohol abuse.

### - PERFORMANCE INDICATORS

<u>FACTOR</u>	<u>FY 1972-1973</u>	<u>FY 1971-1972</u>
Cases evaluated	895	897
Cases treated	567	565

## EDUCATION OF HANDICAPPED CHILDREN

### - GOAL

Provide substantially normal education to handicapped children while under resident treatment.

### - OBJECTIVES

Establishment of clearly defined educational program to be implemented by Specially Trained Teachers using modern methods i.e., current text and library books and publications, audio and visual aids.

## WARM SPRINGS STATE HOSPITAL SCHOOL OF PRACTICAL NURSING

GOAL - To provide an educational program for prospective and present employees of the institutions which will:

- a. Educate them in comprehensive practical nursing techniques, including geriatric, medical-surgical, obstetric, pediatric nursing, and with increased emphasis on psychiatric nursing in order to better meet the needs of the institution.
- b. Enable them to acquire the understanding, attitudes and skills necessary to administer effective patient care, as dictated by patient needs, that are within the scope and limitations of practical nursing.
- c. Enable them to develop positive health ideals and an awareness of one's personal responsibility as a licensed practical nurse.

OBJECTIVE - To provide licensed practical nurses to Warm Springs State Hospital, as well as throughout the institutional system, in order to facilitate improved patient care and the administration of medications by licensed personnel.

ACHIEVEMENTS -

1. The first class was graduated December 15, 1972. Twenty-two graduates took and successfully passed the Montana Licensing Examination. Of these graduates, nineteen were employed by the institutions.
  - Warm Springs State Hospital - 13
  - Galen State Hospital - 4
  - Boulder River School and Hospital - 1
  - Montana State Prison - 1
2. Because of the implementation into the curriculum of psychiatric nursing and the increased emphasis placed on the administration of medications, as well as the clinical experience obtained at Warm Springs State Hospital and Galen State Hospital, the graduates were able to assume their responsibilities in the institutions without a period of orientation and inservice education.
3. At the present time, there are seventeen students in the second class which will graduate February 15, 1973.
4. The success of the school can be measured in the quality nursing care being provided by its graduates and in the excellent evaluations being received from those agencies employing its graduates.
5. Interested women and men with the potentiality for becoming competent students in practical nursing are continuing to submit applications for the program.

DRUG ABUSE TREATMENT PROJECT  
WARM SPRINGS STATE HOSPITAL

- GOAL

Develop a drug treatment program designed to help individuals with a diagnosis of drug dependence establish a new life style based upon an ability to give of oneself as well as to receive in a relationship, and a life style that is free of the use of mood or mind altering chemicals.

- OBJECTIVES

1. Improve existing programs of treatment and rehabilitation of patients with drug dependence.
2. Initiate special programs of treatment and rehabilitation for the treatment and rehabilitation of drug dependence and involuntary admissions coming from the courts.
3. Initiate a program of professional training, specifically focused on the problems and treatment methodologies of the drug abuser.
4. Develop new treatment techniques in the area of drug dependence.
5. Evaluate the effectiveness of an expanded treatment program for drug dependence and future planning by the Montana State Division of Mental Hygiene.

- ACHIEVEMENT

The Drug Treatment Program has been staffed, the basic organization is established, and the program is currently operational.

# WARM SPRINGS STATE HOSPITAL

## PROGRAM COST SUMMARY

	<u>FY 1972-73</u>	<u>FY 1971-72</u>	<u>Increase (Decrease)</u>
Administration	\$ 272,413	\$ 286,268	\$ (13,855)
Care and Treatment	4,064,536	3,860,192	204,344
General Services and Physical Plant	1,983,618	1,900,689	82,929
Alcoholic Treatment	98,020	91,410	6,610
Canteen and Recreational Hall	131,749	130,312	1,437
Education of Handicapped Children	9,645	12,592	(2,947)
Indian Alcoholic	- -	26,761	(26,761)
Commissary	49,593	11,399	38,194
Licensed Practical Nurses	39,691	23,525	16,166
Drug Abuse Treatment	211,302	- - -	211,302
Community Mental Health Services	<u>582,700</u>	<u>968,691</u>	<u>(385,991)</u>
TOTAL PROGRAMS	\$7,443,267	\$7,311,839	\$ 131,428
Personal Services	\$5,855,080	\$5,850,560	\$ 4,520
Operating Expenses	1,548,915	1,375,655	\$ 173,260
Capital	<u>39,272</u>	<u>85,624</u>	<u>(46,352)</u>
TOTAL BY OBJECT	\$7,443,267	\$7,311,839	\$ 131,428
General Fund	\$6,891,771	\$6,604,680	\$ 287,091
Federal and Private Revenue	348,723	574,143	(225,420)
Insurance Clearance Fund	71,024	2,704	68,320
Revolving Fund	<u>131,749</u>	<u>130,312</u>	<u>1,437</u>
TOTAL FUNDING	<u>\$7,443,267</u>	<u>\$7,311,839</u>	<u>\$ 131,428</u>



ANNUAL REPORT

OF THE

STATE BOARD  
OF PARDONS

TO THE

GOVERNOR OF MONTANA

HONORABLE THOMAS L. JUDGE

FOR THE

FISCAL YEAR ENDED

JUNE 30, 1973

THOMAS L. JUDGE  
GOVERNOR



BOBBY C. MILES, DIRECTOR  
INTERSTATE COMPACT ADMINISTRATOR  
DEER LODGE

## BOARD OF PARDONS

PHONE 846-1404 - 1119 MAIN STREET  
DEER LODGE, MONTANA 59722

September 17, 1973

Honorable Thomas L. Judge  
Governor of the State of Montana  
Helena, Montana

Dear Governor Judge:

In accordance with the requirements of Section 82-4002, R.C.M. 1947, there is herewith transmitted to you the report of the State of Montana Board of Pardons covering the fiscal year ended June 30, 1973.

Fruition of the Executive Reorganization Act of 1971 has now transferred the Board under the umbrella of the Department of Institutions for administrative purposes only. The purposes and functions of the Board otherwise remain essentially the same as when founded by the 34th Legislative Assembly and appointed by the Honorable Hugo Aronson, Governor, in April of 1955.

The current members are John R. Glenn, an attorney at law from Billings, and Henry E. Burgess, an educator from Carroll College at Helena, both having been appointed by your predecessor, the Honorable Forrest H. Anderson. John L. Peterson, an attorney at law from Butte, was the chairman of the Board until he recently resigned; and Robert T. O'Leary, an attorney at law from Butte, was appointed by yourself to fill that vacancy.

Respectfully submitted,

BOARD OF PARDONS

A handwritten signature in cursive script that reads "Bobby C. Miles".

Bobby C. Miles, Director

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DEPARTMENT OF INSTITUTIONS  
1236 E. 6th Avenue, Helena

Edwin G. Kellner	Director
Lawrence E. D'Arcy	Deputy Director
Thomas L. Gooch	Administrator, Centralized Services Division
John G. Thomas	Administrator, Community Services Division
Geraldine C. Strong	Administrator, Reimbursement Division

BOARD OF PARDONS  
1119 Main Street  
Deer Lodge, Montana

PAROLE BOARD MEMBERS

Robert T. O'Leary, Chairman 8-8-73 to 1-3-77	1854 Harrison Avenue Butte, Montana
John R. Glenn, Vice-Chairman 4-1-71 to 4-1-77	Box 1002 Billings, Montana
Henry E. Burgess, Secretary 7-8-71 to 4-1-75	Carroll College Helena, Montana

PRINCIPAL ADMINISTRATIVE OFFICER

Bobby C. Miles, Director  
Deer Lodge, Montana

## LEGAL REFERENCES

### GENERALLY:

The statutes relating to the operations of the Montana Board of Pardons are for the most part contained in Title 94, Chapter 98 of the Revised Codes of Montana, Volume 8; the section numbers are 94-9801 through 94-9851.

Operating policies necessary to administer statutory requirements are contained in Procedure, Rules and Regulations Governing the State Board of Pardons.

### POLICY

The policy of the Parole Board is, as far as reasonable discretion permits, to make maximum use of parole as a part of the total correctional process. In this endeavor we try to treat the offender more than the offense; to deal with each offender as an individual; to judge each objectively and equitably on his merits; to be flexible and practical; to be more concerned about the future than the past; to provide adequate protection for the public and emphasize rehabilitation rather than vengeance or retribution. We regard parole as an essential tool in the correctional process, and when it is properly administered it becomes a more effective, humane and economical way of dealing with offenders.

### PRINCIPAL GOALS

1. To protect society from its offenders and to resocialize the offender without dichotomy, if feasible, allowing for the earliest possible return into the mainstream of society at the community level.
2. To provide fair and just treatment for all, regardless of ethnological origin, religious beliefs or lack thereof.
3. To bring together criminal justice operating agencies and the research and development community.
4. To identify and to discuss the significant current research developments in the field of crime prevention and deterrence.
5. To explore technology transfer techniques with a view to insuring the optimum use of research and experience to date.

# PROGRAM INVENTORY AND COST SUMMARY

PROGRAM	ACTUAL COST FOR FISCAL YEAR ENDING 6-30-73
Supplies and Materials.....	\$ 3,267.73
Communications.....	11,978.27
Utilities.....	656.17
Travel.....	29,012.71
Contracted Services.....	2,176.17
Rent.....	2,280.00
Repairs and Maintenance.....	496.87
Other.....	<u>60.50</u>
	\$ 49,928.42
Capital Equipment.....	578.22
	578.22
Salaries and Wages.....	157,093.31
Employee Benefits.....	<u>20,239.76</u>
	\$177,333.07
TOTAL PROGRAM.....	<u><u>\$227,839.71</u></u>

## MAJOR ACCOMPLISHMENTS

### I.

We initiated and sponsored the University Year for Action Project wherein student interns interested in the behavioral sciences will be afforded an opportunity to receive relevant training outside the cloistered setting of the classroom at the ivy towers. The University of Montana and other cooperating schools will assign students to various state agencies for a period of one academic school year. The purpose of the U. Y. A. Project will be to facilitate the learning process by providing relevant firsthand information in the real world where the action is and to provide state agencies with a pool of better trained prospects for future employment needs. The student intern will be expected to offer innovative ideas and/or constructive criticism suggestive for change to each administrator to which he has been assigned.

### II.

We hired six new deputy parole and probation officers and four new secretaries with funds already allocated from the President's Emergency Employment Assistance Act. The aforementioned action enabled us to augment our already overworked staff at no increase in cost to the State of Montana.

### III.

The Board of Pardons, ably assisted by District Representative Joe Brand, introduced House Bill Number 175 for enactment by the 43rd Legislative Assembly of Montana, approved by the Honorable Thomas L. Judge, on the 5th day of March, 1973, that became effective on the 1st day of July, 1973. The bill provides for amendment of Section 94-9838, R.C.M. 1947, allowing for the proper legal authorization for the State of Montana Board of Pardons to conduct preliminary on-site parole revocation hearings as required by the mandate of the U. S. Supreme Court handed down in the decision reached on the 30th day of June, 1972, in the Morrissey vs. Brewer case.

### IV.

Our request submitted to the budget committee received favorable consideration by legislators and yourself, who made the necessitous allocation of funds available to immediately carry out the provisions of the above mentioned new law. The two new hearing officers have already been hired as planned and are currently in service.

### V.

We drafted and submitted to the Secretary of State our administrative rules according to format as requested for filing and publication by that office.

## VI.

We drafted and submitted reports of our statistical research and pilot volunteer projects to the Governor's Crime Commission for their consideration and evaluation.

## VII.

We relocated five district parole and probation offices in order to facilitate client usability, thereby reducing cause for recidivism.

## VIII.

The M.L.E.A., under the direction of the Attorney General and supported by L.E.A.A. grants, continues to offer additional training for our officers who are already in service.

## IX.

Current Board of Pardons procedural policy changes have been adopted upon urgent recommendation of the National Council for Crime and Delinquency. This policy provides offenders denied release on parole written reasons for the negative decision. We **expect** that our Board, with continued practice of the policy, will produce more rational decisions resultant in a more equitable corrections program. The explanation of the offender's shortcomings should provide a basis for self-examination and proper corrective measures by the inmate himself and/or any others concerned.

## X.

We increased our agency services to our target groups and to other sub-system members of the entire State of Montana correctional system by twenty per cent. No additional cost to the State of Montana was incurred by expanding our already established policy of using volunteers in probation and parole services throughout the state.

## XI.

We increased public awareness of the disabilities imposed upon our target groups and encouraged the Constitutional Convention to direct law-making bodies to legislate laws for the punishment of crime that shall be founded on the principles of prevention and reformation.

## XII.

We recognized the disabilities being imposed upon our target groups are self-defeating and often restrict the parolee or probationer in his proper efforts to find and keep necessary employment enabling him to support his legal dependents.



### XIII.

We recommended and were granted authorization to automatically restore the civil rights or other disabilities that were imposed under Section 94-4720, R.C.M. 1947 as amended, upon satisfactory completion of the sentence and the rules and regulations of the Board of Pardons.

### XIV.

We completed statistical research which proves that efforts already expended to restore civil disabilities imposed upon our target groups have enabled them to become better, law-abiding citizens.

### XV.

We, during the month of June, 1972, under the auspices of the Western Interstate Commission for Higher Education, completed an analysis of the State of Montana criminal justice system. During the month of October, 1972, we submitted verbal reports to the Director of the Governor's Crime Commission and to the Director of the Department of Institutions suggesting that the system is highly fragmented in its current state and most accurately could be labeled a non-system. Suggestions for proper planning were proposed for synthesis of all State of Montana corrections sub-systems which could pave the way for a cohesive functional system.

### XVI.

On May 30, 1973, through June 1, 1973, we participated in the Montana Conference for Corrections held at Helena, Montana, urging that Montana legislators place top priority for enactment of new legislation that would synthesize all State of Montana correctional facilities and programs, within one administrative agency, with the exception of the Board of Pardons. We further suggested that programs for adult, juvenile and youth offenders that should be within the agency include the following:

1. Services for those awaiting litigation
2. Probation, parole and other aftercare programs for misdemeanants and felons
3. Institutional confinement and planning for alternatives thereto
4. Development and implementation of proper training programs for corrections personnel
5. We urged further development of our already initiated research coordinator's program to follow a strategy of research and

study with evaluation that may aid future determination of agency goals and programs.

6. We urged further development of our already implemented correctional programs, including the University Year for Action academic training, the Montana Law Enforcement Academy, the Galen alcoholic training and rehabilitation program, the institutional counseling and psychotherapy services, the outpatient counseling and psychotherapy services, the Montana Drug Program, the Way-Let House, Providence Resocialization Center and other such programs that have already proven their benefit to offenders.
7. We urged that goals and standards of the State of Montana criminal justice system should be consistent with the goals and standards set for the national criminal justice system, paving the way for all sub-systems to merge into one cohesive functional system with common goals and directives to achieve those goals.
8. We urged that the State of Montana Board of Pardons be an autonomous body of men that are dedicated and well-qualified to serve full time, functioning as an extended arm of the Governor, ordering investigations, conducting hearings and making decisions and recommendations that have far-reaching effect on the inalienable rights of persons that are born free with the right to a clean and healthful environment and the right to pursue all of life's basic necessities, enjoying and defending their lives and liberties, acquiring, possessing and protecting their property, and seeking their safety, health and happiness in all lawful ways with all corresponding responsibilities.

## PROGRAM DESCRIPTIONS

### SERVICES PROVIDED:

#### I.

##### GOVERNOR'S INVESTIGATING AGENCY.

The Board of Pardons administers adult probation for all of Montana's eighteen judicial districts and twenty-six judicial district judges and furnishes the counties with requisite services.

1. "Probation" is the release by the court without imprisonment, except as provided otherwise by law, of a defendant found guilty of a crime upon verdict or plea; subject to conditions imposed by the court and subject to the supervision of the Board upon direction of the court.

2. "Parole" is the release to the community of a prisoner by the decision of the Parole Board prior to the expiration of his term, subject to the conditions imposed by the Board and subject to its supervision.

3. "Executive clemency" refers to the powers of the Governor as provided by Section 12 of Article VI of the Constitution of the State of Montana, as adopted by the Constitutional Convention on March 22, 1972, and as ratified by the people on June 6, 1972, that became effective on July 1, 1973.

#### II.

##### INTERSTATE COMPACT ADMINISTRATION.

In 1934 Congress authorized agreements or compacts among the states for cooperative effort and mutual assistance in the prevention of crime. Since then, each of the fifty states, plus Puerto Rico and the Virgin Islands, has become signatory to an interstate compact for the supervision of parolees and probationers.

The primary purpose of the Interstate Probation and Parole Compact was to discourage the practice of "sundown probation or parole;" i.e., release conditioned upon leaving the jurisdiction, never to return, and without thought given to supervision. That practice was, of course, self-defeating and a denial of the fundamental goal of probation and parole to end criminal careers through the rehabilitation of those convicted of crime.

### OBJECTIVES:

1. To protect society from its offenders and to resocialize the offender without dichotomy, if feasible, allowing for the earliest possible return into the mainstream of society at the community level.

2. To provide fair and just treatment for all, regardless of ethnological origin, religious beliefs, or lack thereof.

3. To bring together criminal justice operating agencies and the research and development community.

4. To identify and to discuss the significant current research developments in the field of crime prevention and deterrence.

5. To explore technology transfer techniques with a view to insuring the optimum use of research and experience to date.

#### TARGET GROUPS:

1. Probationer. Probation is a treatment program in which final action in an adjudicated offender's case is suspended or deferred, so that he remains at liberty, subject to conditions imposed by or for the court, under the supervision and guidance of a probation-parole worker.

2. Parolee. Parole is a treatment program in which an offender, after serving part of a term in a correctional institution, is conditionally released under supervision and treatment by a probation-parole worker.

It is the persons on probation and parole with whom the Montana Board of Pardons is concerned; these are the people who constitute the "Target Groups" of the Montana Board of Pardons.

# COST AND PERFORMANCE SUMMARY

TOTAL COST FISCAL YEARS 1972-73, BIENNIUM ENDING 6-30-74

	Year Ending June 30, 1973	Year Ending June 30, 1974
Personal Services	\$177,333.07	\$282,960.00
Federal Funded Personal Services	75,068.49	20,750.00
Operations and Capital	50,506.64	86,890.00
Federal Funded Operations and Capital	2,356.84	4,067.00
TOTALS	\$305,265.04	\$394,667.00

## FISCAL YEARS

	1970-71	1971-72	1972-73
In Prison Per Person Per Day Per Year	17.29 6,310.85	24.93 9,099.45	26.61 9,714.01
On Parole Per Person Per Day Per Year	.37 133.78	.59 215.65	.51 186.14

ESTIMATED PROJECTED COST FOR THE FISCAL YEAR ENDING JUNE 30, 1974

Personal Services.....	\$282,960.00
Federal Fund Personal Services.....	20,750.00
Operations and Capital.....	86,890.00
Federal Fund Operations and Capital.	<u>4,067.00</u>
Grand Total.....	\$394,667.00

The population of Montana State Prison averaged 286 per month (see Table II), compared with 260 per month the previous year. The average monthly caseload for Board of Pardons continued to increase. This year, it is 1,224 cases (see Table III) per month, compared with 1,038 cases per month for last year.

Adult probation and parole cannot and must not remain stagnant. The changing of rules of procedures is important, but it is only through changing the hearts and minds of men intimately concerned with the enforcement of these rules that progress can be made.

GENERAL FACTORS IN PAROLE SELECTION

The granting of a parole rests in the discretion of the Parole Board. In general, it is granted where, in the judgment of the Board, a prisoner who has made a satisfactory adjustment and is otherwise eligible, will avoid the violation of law, and when the factors which will affect him and his dependents upon release assure adequate public security. These factors vary in every case. The Board evaluates each case on its merits and acts, as its judgment indicates, to grant or to continue the case to a later date.

The following are some of the factors that are considered by the Board in its decision making:

A. Sentence Data.

1. Type of sentence.
2. Length of sentence.
3. Recommendations of Judge, County Attorney and other responsible officials and citizens.

- B. Facts and Circumstances of the Offense.
  - 1. Mitigating and aggravating factors.
  - 2. Activities following arrest and prior to confinement, including adjustment on bond or probation, if any.
- C. Prior Criminal Record.
  - 1. Nature and pattern of offense(s).
  - 2. Adjustment to previous probation, parole and confinement.
  - 3. Detainers.
- D. Changes in Motivation and Behavior.
  - 1. Changes in attitude and toward self and others.
  - 2. Reasons underlying changes.
  - 3. Personal goals, motivation and resources available.
- E. Personal and Social History.
  - 1. Family and marital.
  - 2. Education - academic and vocational.
  - 3. Employment and military experience.
  - 4. Physical and emotional health.
- F. Institutional Experience.
  - 1. Program goals and accomplishments.
    - (a) Religion.
    - (b) Therapy.
    - (c) Vocational training or work assignments.
    - (d) Academic.
    - (e) Recreation and leisure time use.
  - 2. General Adjustment.
    - (a) Inter-personal relationships with staff and peers.
    - (b) Behavior, improvement and misconduct.

3. Physical and emotional health and treatment.

G. Community Resources.

1. Residence - family, friends or A. A. facility.

2. Employment - work, training or academic.

3. Special needs - hospitalization, Halfway House, etc.



PROJECT COSTS BY OBJECT OF  
EXPENDITURE AND SOURCE OF FUNDINGS

1974 FISCAL YEAR

OBJECT OF EXPENDITURES	
Personal Services.....	\$303,710.00
Operations and Capital.....	90,857.00
Total Expended.....	\$394,567.00
SOURCE OF FUNDING	
General .....	369,750.00
Federal and Private Revenue Fund.....	24,817.00
Total Funding.....	\$394,567.00

TABLE I  
CASELOAD OF BOARD OF PARDONS FOR FISCAL YEAR  
Ending June 30, 1973

	Interviews	Parole Revocation Hearings	P.V.'s Reparoled	Public Hearings	Discussion Cases	Tot
July-August, 1972.....	82	5	5	1	17	11
September, 1972.....	31	7	1	1	6	4
October, 1972.....	31	4	0	2	11	4
November-December, 1972..	41	5	4	1	18	6
January-February, 1972...	47	8	3	2	22	82
March, 1973.....	36	11	1	2	22	7
April, 1973.....	35	2	1	1	12	5
May, 1973.....	28	5	1	0	8	4
June, 1973.....	23	5	0	0	11	3
TOTALS.....	354	52	16	10	127	55

TABLE II

	Paroled From M.S.P.	Discharged From M.S.P.	M.S.P. Population
July, 1972.....	13	3	267
August, 1972.....	31	4	254
September, 1972.....	27	9	246
October, 1972.....	21	3	254
November, 1972.....	18	2	256
December, 1972.....	16	2	283
January, 1973.....	6	4	314
February, 1973.....	24	1	318
March, 1973.....	16	6	320
April, 1973.....	31	5	306
May, 1973.....	17	5	311
June, 1973.....	<u>35</u>	<u>5</u>	<u>306</u>
TOTALS.....	255	49	286.25 Monthly Average

TABLE V

	Commutation Of Sentence	Pardon	Total
July, 1972.....	0	0	0
August, 1972.....	1	3	4
September, 1972.....	0	4	4
October, 1972.....	0	7	7
November, 1972.....	2	0	2
December, 1972.....	0	4	4
January, 1973.....	0	0	0
February, 1973.....	0	0	0
March, 1973.....	0	0	0
April, 1973.....	2	4	6
May, 1973.....	0	3	3
June, 1973.....	<u>0</u>	<u>1</u>	<u>1</u>
TOTALS.....	5	26	31

TABLE VI

	Clients Receiving Final Discharges	Conditional Discharges From Supervision
July, 1972.....	9	1
August, 1972.....	9	10
September, 1972.....	17	1
October, 1972.....	3	5
November, 1972.....	13	2
December, 1972.....	8	12
January, 1973.....	12	3
February, 1973.....	8	10
March, 1973.....	9	3
April, 1973.....	9	8
May, 1973.....	1	4
June, 1973.....	<u>3</u>	<u>17</u>
TOTALS.....	101	76

FISCAL YEAR JULY 1, 1972, THROUGH JUNE 30, 1973

<u>County</u>	<u>Number Paroled</u>	<u>County</u>	<u>Number Paroled</u>	<u>County</u>	<u>Number Paroled</u>
Beaverhead.....	5	Granite.....	2	Powell.....	11
Big Horn.....	1	Hill.....	9	Prairie.....	1
Blaine.....	1	Jefferson.....	1	Ravalli.....	2
Broadwater.....	0	Judith Basin.....	0	Richland.....	1
Carbon.....	0	Lake.....	10	Roosevelt.....	1
Carter.....	0	Lewis & Clark.....	33	Rosebud.....	2
Cascade.....	18	Liberty.....	1	Sanders.....	2
Chouteau.....	1	Lincoln.....	2	Sheridan.....	0
Custer.....	4	McCone.....	0	Silver Bow.....	18
Daniels.....	0	Madison.....	1	Stillwater.....	0
Dawson.....	2	Meagher.....	2	Sweet Grass.....	1
Deer Lodge.....	13	Mineral.....	1	Teton.....	0
Fallon.....	1	Missoula.....	17	Toole.....	0
Fergus.....	1	Musselshell.....	0	Treasure.....	0
Flathead.....	10	Park.....	7	Valley.....	2
Gallatin.....	4	Petroleum.....	0	Wheatland.....	0
Garfield.....	0	Phillips.....	0	Wibaux.....	0
Glacier.....	2	Pondera.....	1	Yellowstone.....	28
Golden Valley.....	<u>0</u>	Powder River.....	<u>0</u>		<u>        </u>
Totals.....	63	Totals.....	87	Totals.....	69

Paroled In State..... 219

Paroled Out of State..... 36

GRAND TOTAL..... 255

B. C. Miles, Director  
Interstate Compact Administrator  
Deer Lodge, Montana

George M. Cuff, Assistant Director  
Deputy Interstate Compact Administrator  
Deer Lodge, Montana

\_\_\_\_\_, Institutional Parole Officer, Deer Lodge

WESTERN DIVISION

Ralph Fisher, Supervisor  
Missoula, Montana  
1  
Donald A. Anderson, Hearing Officer  
Deer Lodge, Montana

Wilbur F. Walter, P. O. II  
Kalispell, Montana

Albert J. Mehrens, P.O. II  
Butte, Montana

Cly F. Evans, P. O. I  
Butte, Montana

Robert D. Dunham, P. O. I  
Missoula, Montana

Michael C. McCarty, P. O. I  
Missoula, Montana

EASTERN DIVISION

H. E. Korber, Hearing Officer  
Billings, Montana

Kenneth F. Gillam, P. O. I  
Billings, Montana

Philip E. Sanderson, P. O. I  
Billings, Montana

Michael J. Schmaing, P. O. I  
Billings, Montana

James L. Bennett, P. O. I  
Glendive, Montana

Franklin C. Raffaell, P. O. I  
Miles City, Montana

CENTRAL DIVISION

J. H. Baumgart, Supervisor  
Great Falls, Montana

Jerome J. Skiba, P. O. I  
Great Falls, Montana

Richard L. Holzheimer, P. O. I  
Great Falls, Montana

Sam C. Wilson, P. O. I  
Helena, Montana

Eugene G. Bond, P. O. I  
Bozeman, Montana

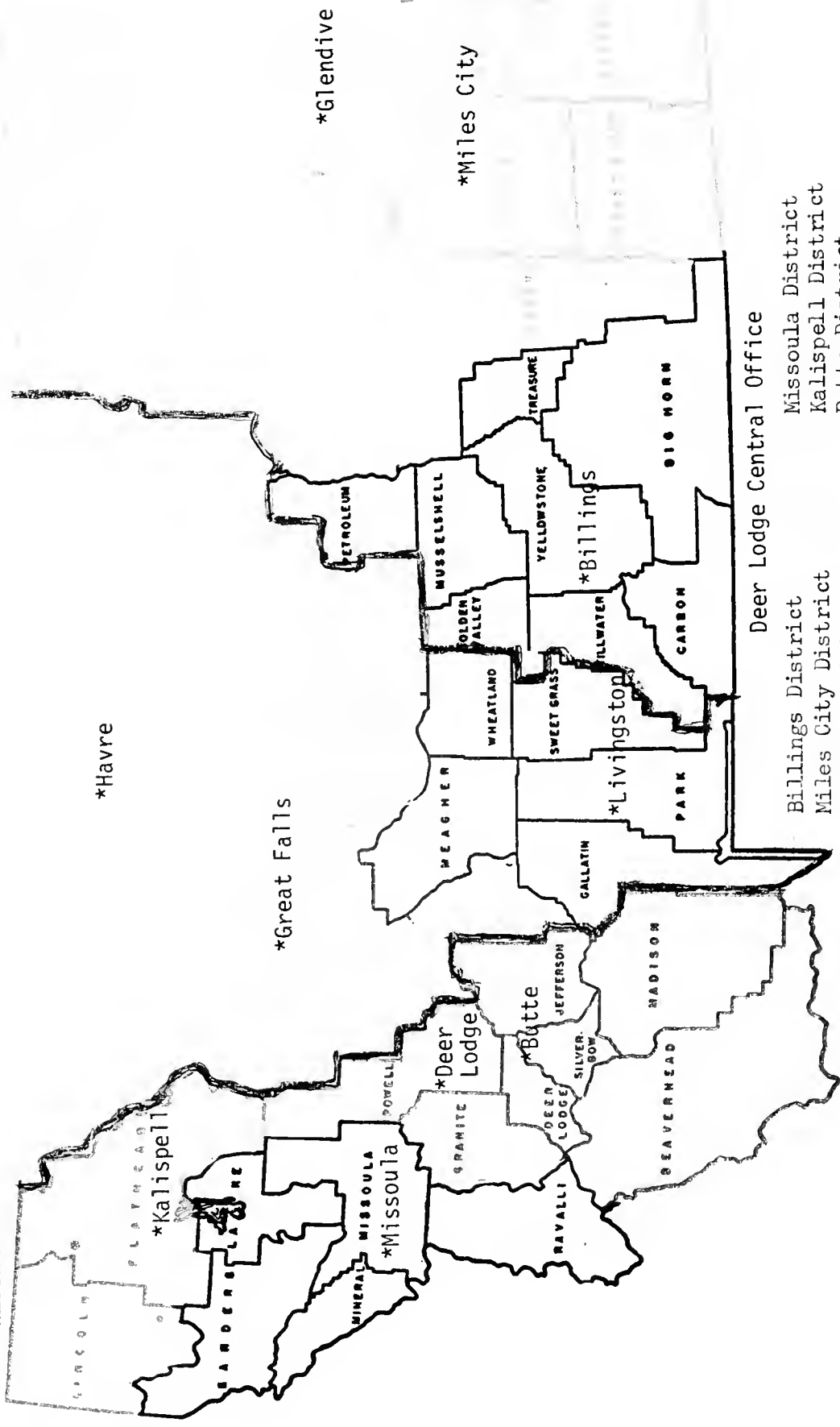
Anthony J. Marra, P. O. II  
Havre, Montana

# BOARD OF PARDONS

WESTERN Div.

CENTRAL Div.

EASTERN Div.



Deer Lodge Central Office

- |                      |                     |
|----------------------|---------------------|
| Billings District    | Missoula District   |
| Miles City District  | Kalispell District  |
| Havre District       | Butte District      |
| Great Falls District | Livingston District |
| Glendive District    |                     |



ANNUAL REPORT  
OF THE  
MONTANA DRUG PROGRAM

TO THE  
GOVERNOR OF MONTANA  
HONORABLE THOMAS L. JUDGE

FOR THE  
FISCAL YEAR ENDED  
JUNE 30, 1973

MONTANA DRUG PROGRAM

Regional Office  
225 South Idaho Street  
Butte, Montana 59701  
Phone: (406) 792-2308

SATELLITES  
Butte  
Anaconda  
Helena

October 9, 1973

The Honorable Thomas L. Judge  
Governor  
State of Montana  
Helena, Montana 59601

Dear Governor Judge:

In accordance with the requirements of Section 82-4002, R. C. M. 1947, there is herewith transmitted to you the report of the Montana Drug Program covering the fiscal year ended June 30, 1973.

Major accomplishments during the year include:

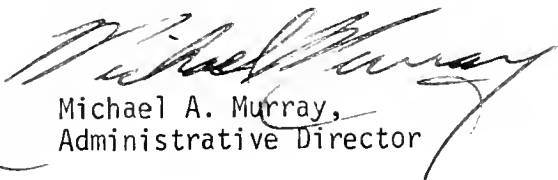
A drug abuse treatment and rehabilitation program has as its primary determinant of success or failure the percentage of patients successfully completing treatment in that program. The Montana Drug Program has successfully treated 14% of the clients entering treatment. This is a much higher treatment success rate than drug programs traditionally have achieved.

We have developed access for drug abusers to medical treatment and social rehabilitation services in Mental Health Region III. In addition, an over all total of 525 clients entered one or more of the service components of the Montana Drug Program (including crisis intervention services) during the fiscal year.

We have achieved a high degree of community support in the major communities in Mental Health Region III. In addition, we are actively providing services and soliciting community support in the smaller communities in the 11 counties comprising our service area.

The Montana Drug Program has successfully treated 14% of the clients entering treatment, which comparatively on a national scale, is a very high treatment success ratio. Even though the treatment ratio is very high, we hope to maintain and exceed this treatment ratio in the future.

Respectfully submitted,

  
Michael A. Murray,  
Administrative Director

11h  
Enclosure

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PRINCIPAL OFFICES AND OFFICERS

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DEPARTMENT OF INSTITUTIONS  
1236 E. 6th Ave., Helena

Edwin G. Kellner	Director
Lawrence E. D'Arcy	Deputy Director
Thomas L. Gooch	Administrator, Centralized Services Division
John G. Thomas	Administrator, Community Services Division
Geraldine C. Strong	Administrator, Reimbursement Division

MONTANA DRUG PROGRAM

Administrative Office	Regional Office
1409 Helena Avenue	225 South Idaho Street
Helena, Montana 59601	Butte, Montana 59701

Anaconda Satellite Office	Butte Satellite Office
122 East Park Street	225 South Idaho Street
Anaconda, Montana 59711	Butte, Montana 59701

Helena Satellite Office  
1420 Gallatin Avenue  
Helena, Montana 59601

PRINCIPAL OFFICERS

Michael A. Murray	Administrative Director
Fred W. Barta	Director of Treatment and Rehabilitation
William S. Evans	Team Leader, Butte Satellite Office
Terry L. Stanclift	Team Leader, Anaconda Satellite Office
Linda J. Whitt	Team Leader, Helena Satellite Office

BOARD OF INSTITUTIONS

OFFICER	HOME ADDRESS
TERM OF OFFICE	
Willis M. McKeon, Chairman 1-9-73 - 1-3-77	425 S. 1st Ave. W., Malta
Richard V. Bottomly, Member 7-2-69 - 7-1-74	1101 11th N. S., Great Falls
John M. Cross, Member 7-10-70 - 7-1-75	1510 E. Ames Wye, Glendive
Floyd C. Hamilton, Member 7-8-71 - 7-1-76	East of Livingston
John W. Strizich, M. D., Member 7-31-73 - 1-3-77	1500 Cannon, Helena

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## LEGAL REFERENCES

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The Montana Drug Program was established by a National Institute of Mental Health Federal Grant, No. 1 H80 DA 01018-01, on November 1, 1972.

The Montana Drug Program operates under the administrative directives and policies as provided by the Department of Institutions.

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## PRINCIPAL GOALS

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The Montana Drug Program has as its primary function the successful medical treatment and rehabilitation of drug abusers in Montana Mental Health Region III.

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## MAJOR ACCOMPLISHMENTS

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Between its funding date of November 1, 1972, and the close of the 1972-73 fiscal year, the Montana Drug Program had successfully treated 73 drug abusers. Successful treatment was based on completion of a treatment plan developed and implemented by the Team Leaders of the satellites and affiliates of the Montana Drug Program and the staff members of the satellites and affiliates. As part of the treatment process, we have developed access for drug abusers to medical treatment and social rehabilitation services in Mental Health Region III. We have done this by establishing informal and formal agreements (where possible) with welfare, vocational rehabilitation, the employment service, and other agencies. In addition, we have developed informal agreements with physicians and hospitals in Mental Health Region III to provide medical services for clients needing detoxification or other medical services for chronic and acute drug-related medical problems. Of the 305 clients formally enrolled in the Montana Drug Program by the close of the fiscal year, we have provided inpatient detoxification for 52 of those clients, and non-medical talk-down detoxification services for 42 of those clients. Over all, a total of 525 clients entered one or more of the service components of the Montana Drug Program (including crisis intervention services) during the fiscal year. Based on the formerly mentioned success criterion, the Montana Drug Program successfully treated 14% of those clients entering treatment.

PROGRAM COSTS  
MONTANA DRUG PROGRAM  
1972 - 73 FISCAL YEAR

	<u>GRANTED AMOUNT</u>	<u>YEAR TO DATE EXPENSE</u>
PERSONAL SERVICES . . . . .	\$ 187,249	\$ 109,223
PATIENT CARE . . . . .	205,525	119,770
EQUIPMENT . . . . .	23,611	23,611
CONSULTANTS, CONTRACT FEE FOR SERVICES . . .	261,205	152,369
TRAINEE COSTS . . . . .	15,050	8,773
	<u>                    </u>	<u>                    </u>
TOTAL . . . . .	\$ 692,640	\$ 413,756
	<u>                    </u>	<u>                    </u>





